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BD

2010 WORLD ARCHITECTURE 100

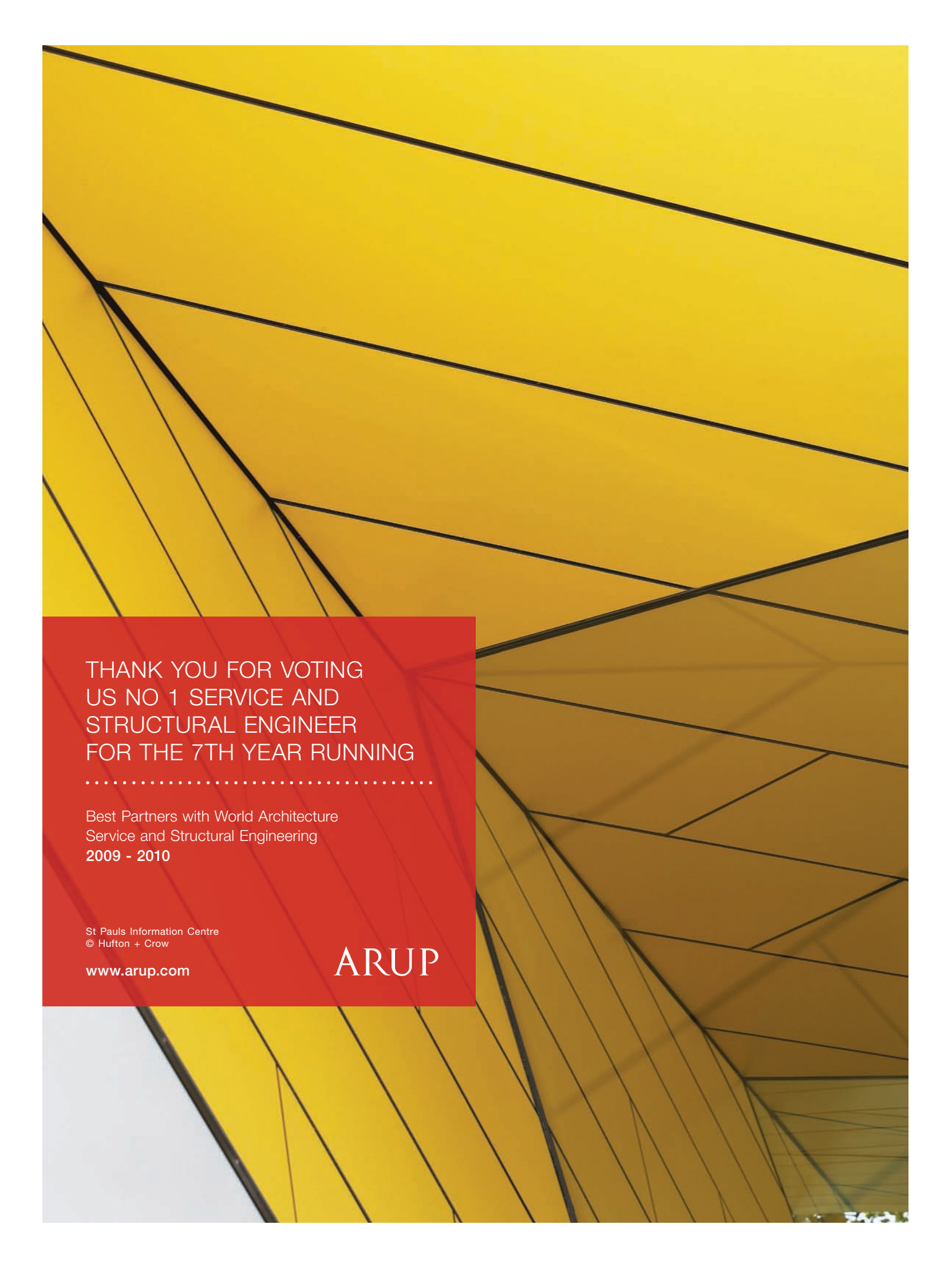
2010 WORLD

TOP 100

ARCHITECTURE

SURVEY OF BIGGEST PRACTICES OUTLOOK FOR GLOBAL REGIONS MARKET SECTORS BEST PARTNERS





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The data for the rankings and tables in this publication was gathered by UK communications agency Camargue, on behalf of Building Design.

Details and listings are based on the results of a survey which was issued in October 2009 and

analysed the following month.

The listings contained within this publication are therefore based on declarations from the practices themselves.

The survey was emailed to more than 2,000 practices worldwide.

#### ■ ADDITIONAL COPIES

BD 2010 World Architecture Top 100 can be purchased for £10/\$16.50/€11. Go to [www.bdonline.co.uk/wa100](http://www.bdonline.co.uk/wa100)

#### ■ 2011 SURVEY

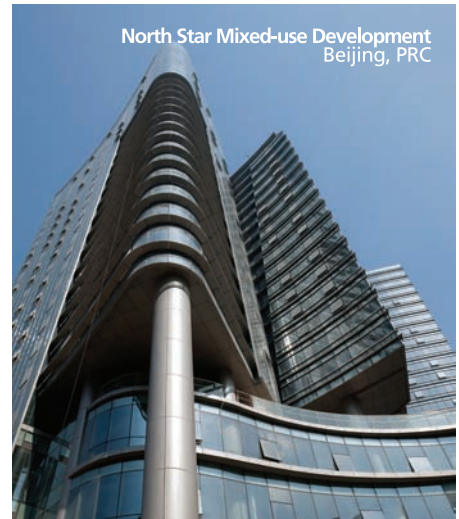
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New York  
Glasgow  
Mumbai



# Aedas

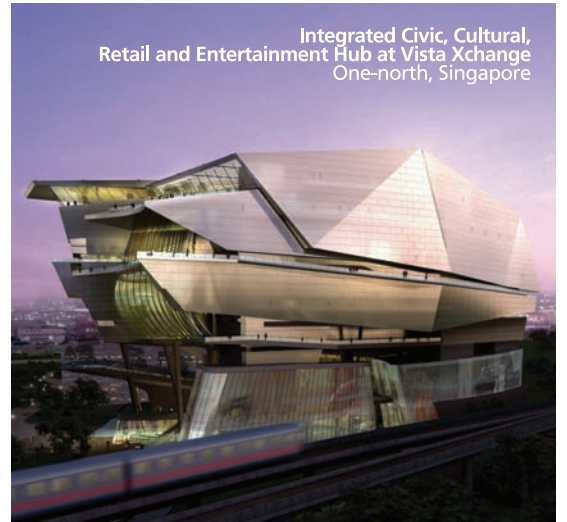
**Dubai Metro - Mall of the Emirates Station**  
UAE  
(47 Stations, 2 depots & control centres)



**Abu Dhabi Investment Council Headquarters**  
UAE



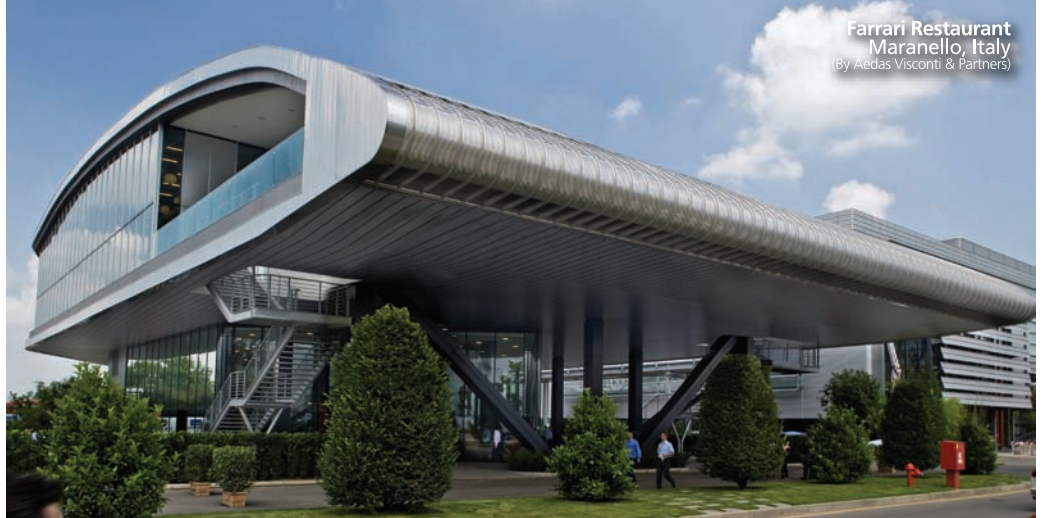
**Integrated Civic, Cultural, Retail and Entertainment Hub at Vista Xchange**  
One-north, Singapore



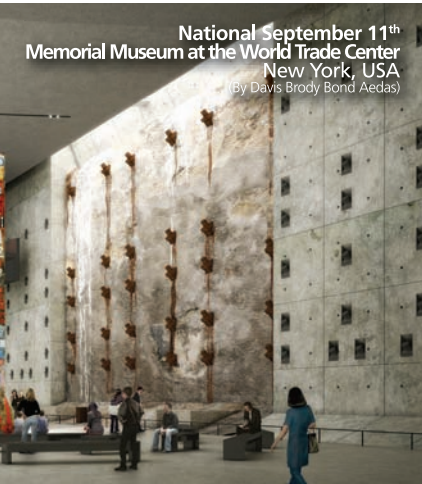
**Knowsley's Centres for Learning - BSF**  
Knowsley, UK



**Ferrari Restaurant**  
Maranello, Italy  
(By Aedas Visconti & Partners)



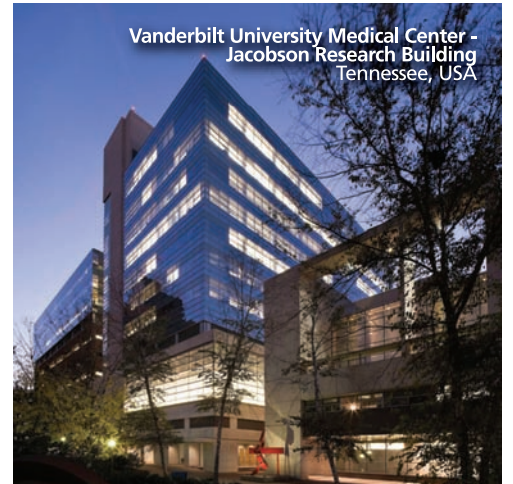
**National September 11<sup>th</sup> Memorial Museum at the World Trade Center**  
New York, USA  
(By Davis Brody Bond Aedas)



**Retail Arcade in Terminal 1, Manchester Airport**  
Manchester, UK



**Vanderbilt University Medical Center - Jacobson Research Building**  
Tennessee, USA



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# Eastern promise

When the world's economies start to move into recovery the architectural landscape will be very different, with this year's results showing a marked shift of power to the East

**Words** Katie Puckett

You can detect a sense of cautious optimism as practices in BD's World Architecture Top 100 enter 2010 — although it will certainly have been dented as Dubai's main developer announced it was sinking under its debts. It's yet another sign that when the recovery does come, it will certainly not be a return to life as it was before the crash.

This year's survey of global practices reveals strong indications that the money, the work and the power have irrevocably headed East. For a start, Japanese practice Nikken Sekkei is back at number one, and Chinese practice P&T Architects & Engineers appears in the top 10 for the first time — these are the only firms in the top 10 to have significantly increased their architectural headcount.

It was a year when you could climb up the table just by staying still or shedding just slightly fewer staff than your ailing peers. So it's perhaps more revealing to look at changes in headcount than in ranking. There were 13 new entries in the Top 100 table. (see page 36). Of the others reshuffled from last year, 53 now employ fewer architects, 27 employ more and seven have remained steady.

The greatest increases are concentrated in the Pacific Rim — most notably Singapore-based DP Architects' stellar rise 49 places up the table to number 12 — while the firms employing fewer architects than in last year's listings are predominantly North American. European firms did slightly better, but still showed decline overall.

Overall, it was another depressing set of figures for the profession. The Top 100 firms now

**Most architects expect a decline in the West with growth mainly in the Pacific Rim and Central Asia**

## TOP 10 GLOBAL PRACTICES

| RANK<br>2010 | 2009 | PRACTICE                                  | NUMBER OF<br>ARCHITECTS |
|--------------|------|-------------------------------------------|-------------------------|
| 1            | 5    | <b>Nikken Sekkei</b>                      | 1,165                   |
| 2            | 2    | <b>Aedas</b>                              | 1,122                   |
| 3            | 1    | <b>Gensler</b>                            | 975                     |
| 4            | 4    | <b>HOK</b>                                | 894                     |
| 5            | 7    | <b>RMJM</b>                               | 833                     |
| =6           | 3    | <b>Foster &amp; Partners</b>              | 750                     |
| =6           | 9    | <b>IBI Group</b>                          | 750                     |
| =6           | 12   | <b>P&amp;T Architects &amp; Engineers</b> | 750                     |
| 9            | New  | <b>HDR Architecture</b>                   | 720                     |
| 10           | 8    | <b>BDP</b>                                | 646                     |

employ 27,364 qualified architects, compared to 30,613 in 2008. The pace of decline has also accelerated this year, with a drop of 10.7% compared to 6.1% witnessed last year. Figures peaked in 2007 with 32,588 architects in the Top 100 — the current total represents just 84% of that peak.

The wider creative team fared better. This year, the number employed by the top 100 firms in that table is 39,765, down 6.4% on last year's total but still 4.5% higher than in 2008. The ratio of architects to creatives is dropping fast — in 2007, there were 16.7% more creatives than architects. In 2008, this had risen to 38.7% more. This year, there are 45% more creative staff employed than architects, according to our survey data.

This may represent the rise and resilience of multidisciplinary practices such as Atkins, which has declared an intent to be taken more seriously as an architect, recruiting senior staff from other firms to enhance its design profile.

As well as the global rankings, we also carried out a survey of the heads of nearly 200 global practices — a fascinating barometer of what leaders in the market expect the next year to bring. We asked respondents to rate the



**Crowds in Nanjing Road, Shanghai's main pedestrian shopping street.**

prospects of the global construction economy on a five-point scale, from strong growth to strong decline. While no one appears to be expecting strong growth, almost half anticipate growth, and a further 42% predict stagnation. Only 9% expect a decline and just 1% fear a strong decline.

But if there is more work, European and North American practices are going to have to travel further to win it. As you'll see in our Global Regions section (page 40), when we asked architects to predict the health of construction economy of different global regions, most expect a decline in the West with growth mainly in the Pacific Rim, Central Asia and, to a much lesser extent, the Middle East.

Firms completed the survey earlier in the autumn — if we asked them again now, it seems unlikely the Middle East would do even that well. It's quite a turnaround from last year, when the Middle East was still the preferred destination for architectural services and Europe was significantly ahead





## TOP 10 FOR EXPECTED PROFIT

| RANK 2010 | PRACTICE                      | EXPECTED PROFIT 09 |
|-----------|-------------------------------|--------------------|
| 1         | <b>Tabanlioglu Architects</b> | \$55m              |
| 2         | <b>P&amp;T Architects</b>     | \$21m              |
| 3         | <b>Aedas</b>                  | \$18m              |
| 4         | <b>RMJM</b>                   | \$18m              |
| 5         | <b>Cannon Design</b>          | \$16m              |
| =5        | <b>Hassell</b>                | \$16m              |
| 7         | <b>HBO+EMTB</b>               | \$15m              |
| 8         | <b>Heerim Architects</b>      | \$14.5m            |
| 9         | <b>Dewan Architects</b>       | \$10m              |
| 10        | <b>Bates Smart</b>            | \$9m               |

of Central Asia and the Pacific Rim.

Predictions for the Chinese market typically include some very large numbers. In November, the Global Construction 2020 report, compiled jointly by consultancies Global Construction Perspectives and Oxford Economics, forecast that the Chinese construction market would

overtake the US by 2018, and be worth almost £2.5 trillion by 2020, representing 19% of global construction output. The Chinese government has declared its ambition for extraordinary architecture again and again in recent years, with Herzog & de Meuron's Bird's Nest stadium, the Water Cube aquatics centre by PTW Architects and OMA's CCTV building.

At the end of 2008, it announced a \$586 billion stimulus package, of which 85% was to be spent on infrastructure, seen as the heart of continued economic growth. The current five-year plan, which runs to 2010, aims for a massive increase in China's urban population.

Next year's Shanghai Expo, where over 5sq km will be devoted to sustainable urban design, will no doubt see many architects among its expected 70 million visitors. Already it's the practices that had the foresight to make inroads in China during the boom who are prospering, leading to some intriguing moves in the Top 100. Who knows what the top table will look like this time next year?

## MOST RESPECTED TOP 5

No prizes for guessing this year's most respected architectural practice, as nominated by the firms participating in this year's survey. Norman Foster's world-beating combination of architectural credibility and commercial ambition continues to dazzle his peers and make **Foster & Partners** the most sought-after name in global architecture.

His distant rivals were left to fight over the remaining places.

**Herzog & de Meuron** was rewarded for 2008's Bird's Nest stadium by swapping second and third places with **Renzo Piano**, while **SOM's** Burj Dubai helps to keep its place in the top five. **HOK** is the only newish face, in at number five for the first time since 2006.



**Foster: Still number one.**

PHOTO: JONATHAN ROOT





**Tachikawa Hall  
at Rikkyo  
University in Tokyo.**

1

## NIKKEN SEKKEI

Japan  
Last ranking: 5 ↑

Architects employed: 1,165 / 985

Nikken Sekkei has leapt back to the top of the chart from fifth place after achieving the seemingly impossible feat of significantly increasing its architectural staff despite the worldwide recession. It last held top spot in 2007.

This Japanese architectural group, which was founded in 1900, is little known in Europe and America but has a huge presence in the Far and Middle East and is by far the biggest Pacific Rim architect with an income of \$497.4 million. Nikken

Sekkei topped the urban design and industrial income leagues and was second only to Gensler for business parks/offices income. Key current projects include the

**CEO Keiichi  
Okamoto.**



Guangzhou New Library in China, which completes next year and is designed to resemble a stack of books; the Tokyo Sky Tree broadcasting tower and the Shibuya New Cultural District in Tokyo.

So how has Nikken Sekkei done it? According to the group, its broad spread of skills and track record in many sectors was beneficial, and it has specifically targeted less volatile sectors such as education and medical facilities. It was also helped by the stronger yen against the US dollar and expects the impact of the economic downturn to be more visible in its 2010 results. Nikken Sekkei also won prestigious national awards for its Rikkyo University Tachikawa International Hall.

But 2009 wasn't all plain sailing: the group was affected by the plummeting demand at home in Osaka and Kobe and also in its international work especially in Dubai, where many of its projects are on hold. However, it sees the Middle East as a fertile market and is pursuing leads in Egypt and Saudi Arabia.

And the bad news for Western practices is that Nikken Sekkei is looking to broaden its worldwide network — perhaps it won't be long before its name is better known in Europe and America.

**2 AEDAS**  
UK/China/USA  
Last ranking: 2 ●

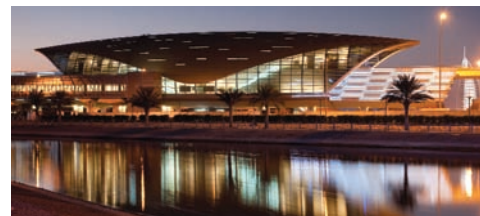
Architects employed: 1,122 / 1,250

Aedas's infrastructure expertise and its global spread of 40 offices helped it to weather the recession in decent shape — despite shedding more than 100 architects in 2009, the group still held on to second place in the World Architecture Top 100 and expects to turn an \$18 million profit in 2009.

Ranked second in Western Europe by fee income, Aedas is also in the top four for leisure, cultural and transportation income. Infrastructure now makes up 60% of its work compared with 35% in 2008, with Aedas benefitting from public investment in transport and other infrastructure projects in China, Singapore and Hong Kong, where it won a competition for the West Kowloon Terminus of the Hong Kong-Shenzhen-Guangzhou express rail project.

While the Far Eastern markets held up pretty well, Aedas was hit by the total collapse of the Dubai market in early 2009, although it did manage to complete the Dubai Metro project. It has since benefited from a surge of activity elsewhere in the Middle East in Jordan, Saudi Arabia, Bahrain and Abu Dhabi. In the UK, it had most success in the education sector.

Aedas recently merged with a Turin practice and is planning future mergers with firms in Frankfurt, Berlin, Barcelona and Paris.



**Aedas's Dubai Metro project.**

**3 GENSLER**  
USA  
Last ranking: 1 ↓

Architects employed: 975 / 1,360

Third-placed Gensler, which topped the league in 2008, shed more than a quarter of its architects during 2009. Yet despite the collapse in the commercial market, the 32-office giant easily remains the biggest North American firm with a fee income of \$439 million, and also tops the charts for retail, business parks/offices, leisure, hotels and transportation.

With times hard in its traditional markets, Gensler is looking further afield to Shanghai, where it is building Shanghai Tower, the second-tallest building in Asia, and to the emerging markets of Brazil, Vietnam, Yemen and Poland.



## **6** FOSTER & PARTNERS UK Last ranking: 3 ↓

Architects employed: 750 / 1,067

Even the biggest — or most respected — names in architecture weren't immune from the savagery of the global recession in 2009. Foster & Partners will want to forget much of the first half of the year when it laid off around a quarter of its workforce in February, shut offices in Berlin and Istanbul and went on to report a massive pre-tax loss of £16.1 million for the year to 30 April 2009. Just a day before the redundancies were announced, chief executive Mouzhan Majidi had been lauding the company's increased profitability in a staff newsletter.

Turnover in the UK and continental Europe suffered but the company has seen a huge growth in its Asia, Australasia and Middle East work — in April it was appointed



**Winspear Opera House in Dallas, Texas, by Foster & Partners, which opened in October.**

to design four new stations along the Al Haramain high speed rail in Saudi Arabia.

As well as the Saudi station work, Fosters recently won a design competition for the Slussen masterplan in central Stockholm and has been appointed to create a masterplan for the Incheon Free Economic Zone in South Korea. It is one of three practices designing the West Kowloon Cultural District in Hong Kong and has also had success in North Africa and India.

Meanwhile, construction began on the Virgin Galactic spaceport in New Mexico, the world's first private spaceport. Major completions included the Winspear Opera House in Dallas and the practice's first resort, Capella, in Singapore.

The fall in architects from 1,067 to 750 reflects the practice's difficult year. But by the end of 2009, Foster's fortunes were once more looking up and the practice says it is now in a position to recruit again.

## **4** HOK USA Last ranking: 4 ●

Architects employed: 894 / 1,022

Anticipating a tough year, HOK focused on long lead-time projects such as science and technology, education, transportation and aviation. This has begun to pay off — wins include the UK Centre for Medical Research & Innovation — helping to offset the collapse in developer-led work.

HOK's European and Asian offices fared worse than those in the US, with the UK arm shedding 10% of its workforce. On the plus side, the Middle East proved a fertile market — 10 HOK offices collaborated on the King Abdullah University of Science & Technology in Saudi Arabia.

## **5** RMJM UK Last ranking: 7 ↑

Architects employed: 833 / 840

There were thrills and spills aplenty for the ambitious RMJM, which just couldn't seem to keep out of the headlines in 2009. The Gazprom controversy raged on throughout the year as public protests continued against its high-rise tower planned for historic St Petersburg. And back in the UK, RMJM swooped to snap up Will Alsop.

RMJM has not let the recession curb its gung-ho spirit, and in 2009 it opened new offices in Istanbul, Libya, Doha and Vladivostok as part of its emerging markets strategy. This is paying off — it already tops the league for income in Central Asia.

Meanwhile, RMJM reports an upturn in its Far Eastern operations back to pre-recession levels and signs of recovery in the Middle East, where it is ranked joint second by fee income and is building the Capital Gate leaning tower in Abu Dhabi. Big wins this year included the £300 million athletes village for the 2014 Commonwealth Games and the \$1 billion mixed-use Varyap Meridian scheme in Istanbul.

## **6** IBI GROUP Canada Last ranking: 9 ↑

Architects employed: 750 / 780

This Toronto-based multi-disciplinary group experienced a drastic decline in all areas of private sector architectural work especially in the US and Western Europe, and to a lesser extent Canada, China and India. Public sector and government work however remained strong as government stimulus packages translated into work. IBI Group Architects now reports the start of a new wave of private sector activity late in 2009 in some markets, although the US and UK are still lagging behind.

**RMJM's Varyap Meridian scheme in Istanbul.**



### RANKING KEY

|                |       |            |       |
|----------------|-------|------------|-------|
| Up 1-10 places | ↑     | Down 1-10  | ↓     |
| Up 11-20       | ↑↑    | Down 11-20 | ↓↓    |
| Up 21-30       | ↑↑↑   | Down 21-30 | ↓↓↓   |
| Up 31-40       | ↑↑↑↑  | Down 31-40 | ↓↓↓↓  |
| Up 40+         | ↑↑↑↑↑ | Down 40+   | ↓↓↓↓↓ |
| Same as 2009   | ●     | New entry  | ★     |

Architects employed: 2009 / 2008



**=6** **P&T ARCHITECTS**  
China  
Last ranking: 12 ↑

Architects employed: 750 / 648

China's continued building boom helped P&T, the oldest architecture and engineering group in South East Asia, skip up the rankings to joint sixth. It ranks seventh for Pacific Rim fee income with particular strengths in the residential and hotel sectors where it is placed third and seventh respectively.

Key wins in 2009 include the Goldin Finance 117 tower, which will be one of the tallest skyscrapers in Tianjin, and the Kempinski Hotel Tower, its first job in Saudi Arabia. P&T did however suffer from the collapse of the Dubai market, where it has been active since 2004, and a slowdown in Singapore and Thailand. Nonetheless, it expects a profit of \$21 million in 2009.

**9** **HDR ARCHITECTURE**  
USA  
New entry ★

Architects employed: 720

HDR Architecture, part of the 8,000-strong HDR engineering and consulting group, makes its debut straight into the Top 100 following its acquisition in 2008 of CUH2A, the world's largest science and technology design firm.

Based in Omaha, Nebraska, the group has 40 architecture offices across the US and Canada, with a presence in the UK, UAE and Australia.

In March it strengthened its healthcare offer in eastern Canada by merging with G&G Partnerships. One of the trends in healthcare it has witnessed is an increase in centres for specialties such as paediatrics, women's medicine, cardiology and orthopaedic medicine. It has also been using its healthcare expertise to establish itself in growing markets, completing a facility in Abu Dhabi. Among major wins this year is a building for Seoul National University Medical Centre in Korea. US federal projects were important, with new commissions including design services for the US Naval Facilities in Florida.



**HDR's Cleveland Clinic Abu Dhabi (CCAD) medical centre located on Al Sowah Island.**

**In 2009**  
**Atkins was**  
**awarded**  
**phase III of**  
**Durrat al**  
**Bahrain, a**  
**series of**  
**resort**  
**islands at the**  
**southern tip**  
**of Bahrain.**



**10** **BDP**  
UK  
Last ranking: 8 ↓  
Architects employed: 646 / 785

This stalwart UK group has enjoyed not only financial but critical success in 2009, as its Liverpool One masterplan made it on to the shortlist for the Stirling Prize, and it produced recession-busting pre-tax profits of £3.3 million for the year to June 2009 — a rise of nearly 200%, helped by its sector and geographical diversity.

BDP topped the income chart in Western Europe with £114 million, and was the highest placed UK practice for education. It's currently in the running for the largest Building Schools for the Future project to date, in Coventry.

**11** **HKS**  
USA  
Last ranking: 10 ↓  
Architects employed: 644 / 762

Dallas-based HKS shed more than 100 architects yet managed to retain a spot just outside the top 10. HKS excelled in the hotel and healthcare sectors where it ranked second and fourth respectively for fee income despite a major slowdown in all of its markets.

China, the Middle East and India held up best, and HKS made progress in South and Central America, where it is ranked third. Wins include the Guaynabo City Hospital in Puerto Rico and the King Hussein Cancer Center in Jordan.

HKS anticipates an upturn in mid-late 2010 and remains keen to expand globally. An office in Shanghai is planned soon.

**12** **DP ARCHITECTS**  
Singapore  
Last ranking: =61 ↑↑↑↑↑  
Architects employed: 574 / 165

The leading Singapore-based architect flew up the rankings after an expansion of its business in Vietnam, Indonesia, China and Singapore offset the downturn elsewhere.

DP Architects, which designed the landmark Singapore Flyer ferris wheel, is particularly proud of its Resorts World attraction in Sentosa, which was designed in collaboration with Michael Graves & Associates and is due to complete in early 2010. Another of its major projects is the huge Great Mall of China complex, a commercial and leisure development in Beijing.

DPA knows it's going to have to work hard to maintain its position in the future, especially with the completion of several





## 13 ATKINS UK Last ranking: 13 ●

Architects employed: 565 / 633

Although just a small component of Atkins' vast global empire, the multi-disciplinary group's architectural capability is nevertheless a significant force in its own right with more than 560 architects. And in late 2009 it set in motion plans to become even more significant — Atkins is currently recruiting 15 design directors and senior architects to give itself more of a designed profile to allow it to better compete with more signature architects. Its first hire in November was Peter Ridley, a partner from Fosters, recruited to work as senior design director in China. By its own admission, Atkins has a reputation for being solid and dependable rather than innovative and this is what it would like to change.

Meanwhile, Atkins's main focus in the UK over the last year has been education work under primary capital, academies and BSF school programmes. It scored a major win over bigger names such as Frank Gehry

with the £300 million New Campus Glasgow project, one of the largest college redevelopments in Europe. Designed by Atkins in collaboration with Michael Laird Partnership, this will create an academic quarter for four of Glasgow's further education colleges. But even in the relatively fertile education sector Atkins was affected by the stalling of the Learning and Skills Council projects.

Atkins also found success on major infrastructure projects, such as Crossrail, where it is part of the team for the Tottenham Court Road station as well as working with Grimshaw on the design of all Crossrail fixtures and fittings.

Among its overseas wins was the architectural and design contract for the third phase of the luxury Paradise Villas resort in Durrat Al Bahrain, a 20sq km reclaimed series of islands at the southern tip of Bahrain. Closer to home, this summer it completed its own South West headquarters in Bristol, the Hub, which brings together 960 staff from five locations and is intended as a sustainable exemplar for the commercial property sector.

major projects in the next year. CEO Francis Lee says the group is looking to expand further into overseas markets such as India, China, Vietnam and Indonesia. Ongoing projects include Spring, a high-rise residential tower in Mumbai. DP Architects is also targeting the Middle East, where last year it completed the massive Dubai Mall, which provides 3.6 million sq ft of retail over four floors.

## 14 CANNON DESIGN USA Last ranking: 20 ↑

Architects employed: 539 / 426

New York-based Cannon is one of the big players in North America, especially in the education and healthcare sectors. In May it merged with Chicago practice OWP/P, which

also has healthcare expertise. These specialisms helped buffet Cannon from the commercial downturn but it still felt challenged by increased pressure on speed of delivery and competitive pricing.

Outside the US, it made headway in India, Asia and the Middle East, where it was appointed to design the 1.5 million sq ft King Faisal Specialist Hospital & Research Center in Saudi Arabia in association with DAR.

## 15 RTKL USA Last ranking: 40 ↑↑↑

Architects employed: 538

RTKL's hefty climb up the rankings is deceptive due to an under calculation in the number of architects listed the previous year. In reality, numbers have been fairly steady, with this year's total not far off that of 556 in 2007.

Getting paid by clients and securing enough work were the key challenges for RTKL in 2009, ranked sixth in North America by fee income. However, the group has benefited from its strengths in healthcare and government buildings and defence sectors. Key wins were the San Antonio Military Medical Center in Texas and the King Abdullah Financial District in Saudi Arabia. Nevertheless, fee income fell from \$260-269 million to \$210-219 million.

China was RTKL's best performing area, winning the Shenzhen Literature & Arts Centre in Shenzhen and completing the

China Science & Technology Museum.

RTKL had mixed fortunes in the UK especially in retail, and had to make some redundancies. In March, its client Muse Developments signed a development agreement with Blackpool council for RTKL's £220 million regeneration of the Talbot Gateway in Blackpool. But in May Croydon admitted that the RTKL-designed 84,000sq m Minerva mall was no longer viable following Lend Lease's decision to pull out.

When RTKL opened a Dubai office in early 2009 construction in the Emirate had already begun to stall. However it has plenty of work elsewhere in the region including Baraya, a mixed-use development in Doha, Qatar; Bahrain City Centre in Manama, Bahrain; and Saraya Mosaic City in Jordan.



**RTKL's China Science & Technology Museum in Beijing.**



# 16

**SOM**  
USA  
Last ranking: 6 ↓

Architects employed: 525 / 880

Like other big commercial firms, SOM had a particularly tough 2009, shedding more than 350 architects. Nonetheless it still secured \$85 million of income for business parks/offices, giving it third place behind Gensler and Nikken Sekkei as well as joint fourth for master planning.

SOM's US business had already been hit for six in the last quarter of 2008 and Dubai's effective shutdown in 2009 was a further blow.

But SOM had more success in its Asian markets this year — in China it won a key design competition to expand the Beijing Central Business District, which will involve three new districts with parks and boulevards and small walkable blocks.

The Chicago-based group is looking forward to a better 2010. In the past few months, it has been encouraged by strong indicators of growth and its London office has recently won several small projects around the UK.

# 17

**PERKINS & WILL**  
USA  
Last ranking: 16 ↓

Architects employed: 522 / 475

Chicago-based Perkins & Will is the leading healthcare architect with an income of \$94.3 million for healthcare and the second biggest practice in the North American market.

But in 2009 it also made the headlines for its sustainability credentials, voted top sustainable architect by The Architect magazine. Its Great River Energy HQ and Dockside Green schemes were named by the AIA's Committee on the Environment as the best examples of sustainable architecture.

# 18

**PERKINS EASTMAN**  
USA  
Last ranking: 14 ↓

Architects employed: 490 / 580

Perkins Eastman has an expertise in healthcare ranking seventh for income this year, but the Pittsburgh-based practice also demonstrated a far wider span of sectors and markets in 2009.

Wins included a new trading floor for the

NYSE, the Indian School of Business in Hyderabad, and masterplanning the 100sq km "China Vegas" a new resort city in Inner Mongolia. Perkins Eastman also began construction on the luxury Park Hyatt Saadiyat Island Hotel and Resort in Abu Dhabi. In February it cut staff by 10%.

# 19

**SMITHGROUP**  
USA  
Last ranking: 15 ↓

Architects employed: 445 / 478

SmithGroup is the oldest continuously practising architecture firm in the US with 11 offices across the country. It won what must surely be one of the most important projects in its 156-year history in April when its team of Freelon Adjaye Bond/SmithGroup was chosen to design the \$500 million National Museum of African-American History & Culture in Washington DC.

SmithGroup has a specialism in law schools and in September completed a \$145 million building for the New York Law School in TriBeCa. In June it merged with Texas firm F&S.

# 20

**NBBJ**  
USA  
Last ranking: 19 ↓

Architects employed: 417 / 455

Seattle-based NBBJ begins the new year with optimism as it sees projects restarted and new work commissioned. It's something of a relief after the past year, where the standstill in the commercial market in the US and Europe led it to cut staff by 8-10% in the US and UK with the exception of its LA office. Instead, NBBJ has played to its strengths in the healthcare, science, education and government sectors.

Highlights of 2009 included breaking ground on the Gates Foundation HQ and winning the first LEED CI Gold certified project in Japan for Bloomberg Tokyo.

# 21

**SWECO**  
Sweden  
New entry ★

Architects employed: 400 / —

The highest ranking Scandinavian architect in our table, Sweco not only employs 400 architects but a further 4,600 creative staff, too.

It specialises in urban planning and sustainable design in the Nordic region, but it has set its sights on growing in China and Russia over the coming year, and it is already masterplanning the new city of Caofeidian, south of Tangshan in China, and designing the buildings for a sustainability centre there.

# 22

**STANTEC**  
Canada  
Last ranking: 23 ↑

Architects employed: 372 / 370

Stantec, the Canadian engineering, design, transport and consulting megagroup, dwarfs everyone, even Atkins, when it comes to creative staff, employing 7,686. (See chart page 38). In comparison, 372 may seem like a paltry number of architects, but it still places the firm a creditable 22nd in the Top 100. Even more impressive has been its apparent immunity from the global recession — Stantec expects its 2009 performance to match its best ever year in 2008, and that goes for its architecture business as well.

So how has it done it? According to vice president Alan Hartley, its long lead-time "supertanker" projects in healthcare and education compensated for the shortfall in commercial retail, office and airport work across its US and Canadian markets.

Healthcare is one of Stantec's particular architectural design strengths, billing \$45 million in revenue. Wins this year included a new mental health outpatient and research centre at Seattle Veterans Hospital and the redevelopment



**Stantec's Rumsey Tribal Community Centre in Brooks, California.**

of the Centre for Addiction & Mental Health in Toronto. It has just won a Business Week/Architectural Record award for its Peterborough Regional Health Centre in Ontario.

Stantec also received \$27 million in the industrial sector in 2009 — the second biggest earner — and was in the top 10 for retail, criminal justice and leisure income. New education work includes the Student Success Building at Metro State University in Denver, Colorado, which is being designed to LEED Platinum zero net energy standards. And despite a slowdown in airport work, Stantec has just completed an airport terminal at Niagara Falls and has designed another at Nassau in the Bahamas, which is under construction.



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## 25 HASSELL

Australia  
New entry: ★

Architects employed: 352 / —

It's been a tough year for Hassell, Australia's biggest architectural group, which saw total staff reduced by 18% as expected earnings fell by 15% in 2009. All of Hassell's dozen offices in Australia and SE Asia were hit hard although government investment in Australia helped Hassell succeed in health, education and in particular, rail infrastructure. Wins included the A\$2.35 billion (£1.32 billion) Epping to Chatswood Rail Line which includes four underground rail stations in Sydney.

Already, however, there are signs that the China and Asian markets are bouncing back, and Hassell has seen an upsurge in urban design, landscape and hospitality work. It has won a couple of big new

projects in Hangzhou, China — the 95ha Hangzhou Jinsha Lake Urban Development and the 150,000sq m Hangzhou Sino Ocean Commercial Buildings.

Also on the plus side, Hassell chairman Ken Maher won the prestigious Australian Institute of Architects Gold Medal. Work started on Hassell's new Adelaide Oval and the group opened an office in Brisbane. Hassell completed Australia's largest commercial workplace — the 83,500sq m ANZ Centre in Melbourne.



ANZ Centre office building in Melbourne.

## 23 BURT HILL

USA  
Last ranking: 18 ↓

Architects employed: 356 / 456

Despite notching up the sixth highest income from the Middle East (\$37.3 million) in 2009, US firm Burt Hill has had to make big cuts to its Dubai operation, shedding more than 100 staff in January and bringing in new management after the principal resigned. It also laid off 48 people from its Pittsburgh-based international studio, but has been hiring in India.

The group showed particular strengths in education and healthcare and key wins included the Al Mafraq Dialysis Centre in Abu Dhabi.

## 24 LEO A DALY

USA  
Last ranking: 29 ↑

Architects employed: 355 / 310

Back in 2007, Leo A Daly decided to shift its focus towards federal projects. It turned out to be a very wise move, enabling the US architecture, planning and engineering group to thrive in the recession by increasing its government work by 50%. It's on track to exceed its 2008 new business by 15%.

Despite an overall 10% fall in US staff, architect numbers are up by 45 as the group hired specialists in healthcare, federal and technology sectors. Key wins include the masterplan for the Homeland Security HQ in Washington and the International Trade Center, in Tianjin, China.

## 26 ATP ARCHITECTS

Austria  
Last ranking: 31 ↑

Architects employed: 320 / 303

Austria's largest architect is on the up, expanding its network of European offices by merging with N&M architects of Frankfurt and Berlin and establishing a joint-venture with KFP Architekten in Zurich.

ATP had particular success in the retail sector, opening West Gate in Zagreb, the biggest shopping centre in Croatia.

It also won the Best of the Best Award/Sustainability from the International Council of Shopping Centers for Atrio, southern Austria.



Charles Dalluge, executive vice president of Leo A Daly.

## 27 KUME SEKKEI

Japan  
Last ranking: 30 ↑

Architects employed: 305 / 305

Japan's second biggest architect/engineer this year expanded into Vietnam, opening its new subsidiary Kume Design Asia in March to supplement its offices in Beijing, Shanghai, Taipei and Japan. Ranked third for income in the Pacific Rim, Kume Sekkei is now targeting markets further afield — the Vietnam office will also run projects in the Middle East and North Africa in addition to local projects such as the Can Tho University, the Japanese Embassy in Hanoi and the Nikko Saigon hotel.

## 28 CALLISON

USA  
Last ranking: 17 ↓

Architects employed: 302 / 458

You can't get much more American than designing Tommy Hilfiger's flagship store on Fifth Avenue, New York, which opened in September. But as well as serving the US retail, residential and entertainment market, Seattle-based Callison has this year been developing its businesses in China, India, Middle East/North Africa and Mexico.

Callison topped the masterplanning chart, with wins including the Santa Lucia mixed-use development in Mexico and the \$10 billion Marsa Zayed waterfront destination in Jordan.

## =29 COX ARCHITECTS

Australia  
New entry: ★

Architects employed: 300 / —

Led by Philip Cox, one of the big names in Australian architecture, Cox Architects & Planners expects to make a profit of \$7 million in 2009. Although it does significant business in the Middle East and Pacific Rim, Australia remains its biggest market, especially the public sector education and infrastructure sectors.

In October, it opened Brisbane's Kurilpa footbridge, the world's largest tensional integrity bridge which generates solar power for its own lighting. The bridge has attracted attention for its "knitting needle" design and for cost and safety issues during its construction.

Cox is also building the Melbourne Rectangular Stadium which features a lightweight steel bio-dome, and it completed the \$50 million redevelopment of Orchard Road retail strip in Singapore. Meanwhile, Cox hit the headlines again, this time in Sydney, when Philip Cox criticised the quality of the city's public spaces and airport, blaming the government for unimaginative design.



**32** **HBO+EMTB**  
Australia  
Last ranking: 39 ↑

Architects employed: 272 / 245

HBO+EMTB may sound like an advertising agency but it is in fact one of Australia's major architectural groups, ranked joint 12th by fee income in the Pacific Rim and third in Central Asia. Boosted by a strong market recovery in the second half of 2009 particularly in Australia, it managed to increase its architectural staff but remains nervous about if and when the commercial sector will recover. Another issue, according to managing director Kevin Fitzgerald, is

that there is now stiffer competition from North American and European firms for work in Asia Pacific where Australian firms have traditionally done well. In the future, it plans to target additional emerging markets such as North and South Africa.

HBO+EMTB recently increased its heritage capability by merging with FORM Architects and this year completed the adaptive reuse of the Heritage listed GPO building in Perth, Australia. Another major completion was the Lilyfield Public Housing Project in Sydney for Housing NSW, which was the first multi-unit residential project in the country to receive the five-star Green Star rating from the Green Building Council of Australia.



HBO+EMTB's GPO building in Perth, Western Australia.

**=29** **WHITE ARKITEKTER**  
Sweden  
Last ranking: 32 ↑

Architects employed: 300 / 300

Sweden's largest architect burst on to the UK scene in September by winning the design competition for Southend Pier. It is a key project for White Arkitekter, which has 10 offices in Scandinavia and is keen to expand further afield. White also has a pedigree in sustainability and won two sustainable community competitions in Finland for Toppila Shore and Korsholm. Fortunately for the firm Sweden has been only lightly affected by the recession.

**33** **KEO INTERNATIONAL**  
Kuwait  
Last ranking: 35 ↑

Architects employed: 252 / 271

Dubai may be over but Kuwaiti-based KEO, the leading architect in the Middle East with a fee income of \$68.7 million, is still securing plenty of major projects elsewhere.

In October it unveiled designs for a 10-tower mixed-use complex for the financial district of Doha, Qatar, and a 76,300sq m HQ for the Kuwait Investment Authority. Both are influenced by traditional Islamic architectural ideas. In November, KEO's The Wings scheme in Abu Dhabi, inspired by the wings of a falcon, was awarded at the CNBC Arabian Property Awards 2009.

particularly its Asian business, Sparch.

Better news may be in the pipeline for 2010, with an order book of more than £42 million, and plans to expand in Abu Dhabi, become better known in Vietnam and open a new office in Delhi. It also anticipates a 17% rise in architectural staff.

**31** **DLR GROUP**  
USA  
Last ranking: =25 ↓

Architects employed: 290 / 350

Unusually for such a large practice — DLR is ranked first and third by fee income for criminal justice and education work — this Omaha-based group works only in the US market, with 15 offices across the country.

Its expertise has served it well in 2009, with a flow of projects such as the \$70 million extension to Gwinnett courthouse in Georgia and the University of Missouri/Kansas City soccer stadium. However in November it set its cap at gaming and resort work when it hired casino expert Ed Wilms to supplement its hospitality team. Ongoing work includes a \$167 million, hotel and conference centre in Tucson, Arizona.

**34** **ARCHIAL**  
UK  
Last ranking: 33 ↓

Architects employed: 250 / 285

One of only two dedicated architectural practices listed on the stock market, in October Archial announced a £4.3 million pre-tax loss in the six months up to June — a collapse in profits of 369%, after projects were cancelled, offices closed and staff sacked. Archial's loss of 35 architects is much less drastic than the cost-cutting apparent in the table of other creatives — there, it dropped 21 places, retaining just 105 of the 244 staff it had in 2008. It also received a blow earlier this year when star designer Will Alsop left to join rival RMJM.

The practice now has 16 offices in England and Scotland, and five internationally, in Kuala Lumpur, Abu Dhabi, Shanghai, Singapore and Beijing. The international divisions are the fastest growing in the group,

**35** **WOODHEAD**  
Australia  
Last ranking: 24 ↓↓

Architects employed: 245 / 365

Australian design group Woodhead faced one of its most difficult years ever, cutting staff by 25% between July 2008 and June 2009. The group, which has overseas offices in Shanghai, Singapore and Ho Chi Minh City, has fared better since then, with recovery in its India, Vietnam and Singapore markets. Wins include the new International Terminal in New Delhi.

At home, it was shortlisted for the \$4.5 billion Sydney Metro project and is building the first office campus to receive six stars under Australia's Green Star eco-rating scheme.

**36** **GANSAM PARTNERS**  
South Korea  
Last ranking: 43 ↑

Architects employed: 241 / 233

Gansam Partners, South Korea's highest placed architect, has this year been trying to promote a more design-led company image. It has had some success — Gansam's G Lab division won first prize in the competition for a Navy Museum in Korea with an undulating design inspired by the ocean. Gansam also won a competition for the Giang Vo mixed-use project in Hanoi, and attracted attention with its distinctive Casamoro Condominiums, which project over the river Han in Seoul.

Woodhead's Pinnacles Centre in Australia.

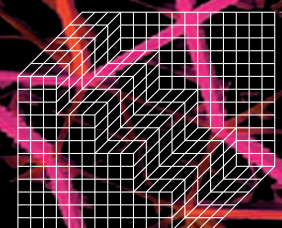




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**37** ACXT-IDOM  
Spain  
Last ranking: 47 ↑

Architects employed: 235 / 217

Few architects get the chance to design whole universities, but ACXT-IDOM, one of the biggest architects/engineers in Spain, is doing just that in Libya, creating Misratah University. The group's broad spread of work across Europe, South America and North Africa helped it weather the recession, with particular success in education in China, Spain and Libya. It won several design competitions in 2009 including the Centro-American Parliament. Its most significant sports project is designing the New San Mamés Football Stadium, Bilbao.

**38** WATG  
USA  
Last ranking: 86 ↑

Architects employed: 232 / 114

WATG is a true destination architect. In 2009, 43 of its hotels and resorts made it into Conde Nast Traveler Magazine's Best in the World 100 Readers' Choice Awards.

Its strength in hospitality is reflected in its fourth place in the hotel income chart, where it billed \$30 million. Ongoing work includes the Grand Hyatt Kuala Lumpur in Malaysia and this year it completed the Bardessono boutique luxury lodge in Napa Valley, California, which uses solar and geothermal energy and rammed earth walls. The five-star Hotel Monte Mulini

in Istria, Croatia was another major 2009 completion.

The international nature of WATG's work gives it a geographical spread that helped it hold its own in the last year, with China its strongest market. Elsewhere, it broke ground on the Binh Tien Beach Resort & Spa in Vietnam and unveiled designs for Accor Pullman Hotel and convention centre in Lavasa, near Pune, India, scheduled to open in 2010.

As sustainability and environmental responsibility becomes more of an issue in resort design, WATG is making sure it's at the forefront of changes. In October, the practice won a US Green Building Council competition to create an energy and resource efficient hotel suite that will be built at the 2010 Hospitality Design Expo and Conference in Las Vegas.



**Chapman Taylor's  
Airgate office  
development close  
to Dusseldorf  
airport.**

**39** CHAPMAN TAYLOR  
UK  
Last ranking: =25 ↓↓

Architects employed: 225 / 350

It has not been that happy an anniversary for Chapman Taylor, which celebrated its 50th year in 2009. Fees fell from \$90-99 million to \$60-69 million and redundancies helped reduce the number of architects from 350 to 225 as the practice

suffered from the downturn in the UK — its biggest market. The company's work in Romania and the Czech Republic was also hard hit.

However there were some bright spots — Poland and Italy are proving fertile markets and the group opened offices in Abu Dhabi and Sao Paulo, Brazil.

Retail remains its strongest sector, with Chapman Taylor finishing major projects such as Bath SouthGate (phase 1), the Capitol Shopping Centre in Cardiff, and the

refurbishment of Gateshead Metro Centre. Several UK projects are on hold but work is going ahead on one of Chapman Taylor's key business space developments — MediaCityUK in Salford.

Chapman Taylor was also awarded an international trade award in the prestigious Queen's Awards for Enterprise.

In 2010 the practice will concentrate on its UK business as well as China, where it set up in 2008, and emerging markets such as Brazil and India.



**40** JSK ARCHITECTS  
Germany  
Last ranking: 48 ↑

Architects employed: 220 / 215

Construction work this year started on one of JSK Architect's most high-profile projects, the design of the 55,000-seater Polish National Stadium in Warsaw which will host the Euro 2012 football tournament.

JSK, one of Germany's leading practices and a specialist in stadia and airport design suffered a fall in fee income from \$90-99 million to \$70-79 million but still pulled in the fifth highest fee income in Western Europe.

It is currently working on the new Schönefeld airport at Berlin with Gerkan Marg & Partners which is also part of the stadium team.

**41** KSP JURGEN ENGEL  
Germany  
Last ranking: =73 ↑↑↑↑

Architects employed: 212 / 144

German practice KSP Jurgen Engel Architekten ends the year with a new name — changing from KSP Engel und Zimmermann in September. The company also has a new emphasis on public sector work after the uncertain market led to a major fall in private commissions, plus significantly more overseas work.

Its China office won competitions for the 33,000sq m Tianjin art gallery in April and the China Southern Power Grid Science Park in Guangzhou in September.

KSP's National Library of China in Beijing was recently voted one of the 100 most important buildings in China since the foundation of the People's Republic of China. Another key win was the Grand Mosque of Algiers, Algeria, which starts construction in 2010.

**=42** PBK ARCHITECTS  
USA  
Last ranking: 59 ↑↑

Architects employed: 211 / 179

Texas-based PBK is pretty much kingpin in US education design particularly in its home state, topping the education table after generating \$62 million in income.

This expertise was acknowledged by the Council of Educational Facility Planners International, which in October awarded one of its partners planner of the year. PBK managed to increase both income and architect head count in 2009 with wins including a new library at Santa Fe and a sustainable elementary school in El Paso.

**44** POPULOUS  
USA  
New entry: ★

Architects employed: 210 / —



Populous's sliding roof at Wimbledon.

Populous, formerly HOK Sport, makes its debut in the World Architecture Top 100 after a management buy out from HOK Group in December 2008 and subsequent renaming. It has been a tough year to relaunch and Populous has had to bide its time in an uncertain market. But it still emerged top of the sports stadia league by a mile, with \$75 million in income.

Despite the global recession, major sports events are going ahead and the practice has been targeting upcoming international competitions such as Sochi Winter Olympics 2014 in Russia, Brazil 2014 World Cup and 2016 Olympics. Other fertile markets have been Australasia for sports and exhibition centres and the US collegiate market.

After a year of spreading the Populous word round its existing and prospective clients, it hopes for an upturn in 2010 so it can really get started. It has already rigged up an impressive win list including the main stadiums for both Sochi and the 2014 Asian National Games at Incheon, Korea. In April, a consortium including Populous won the £350 million contract to convert existing 2012 Olympic and Paralympic venues. More modestly, the firm's £90 million stadium for Bristol City Football Club won planning approval in October and its £55 million Leeds arena music venue was submitted for planning.

Meanwhile, construction on its London 2012 Olympic stadium has reached halfway point, and the new retractable roof over Wimbledon's Centre Court made its debut in June, sliding into place in eight minutes.

**=42** ZGF ARCHITECTS  
USA  
Last ranking: 28 ↓

Architects employed: 211 / 325

Despite a "challenging" year for securing fundable projects and reimbursement which has led to a reduction in architectural staff, US practice ZGF is anticipating modest growth in its 2009 results. This has been possible due to its strength in healthcare sector, plus growth in its China and international markets.

Key wins include the Providence Alaska Medical Center and the Santa Clara Court House. In October it topped out the \$500 million Medical Tower for Providence Regional Medical Center Everett in Washington and opened the ConocoPhillips Integrated Science Building at the University of Alaska Anchorage.

**45** CF MØLLER ARCHITECTS  
Denmark  
Last ranking: 54 ↑

Architects employed: 205 / 196

Danish architect CF Møller enjoyed the lime-light in September when it opened Phase 2 of its acclaimed Darwin Centre at the Natural History Museum in London. But its UK experience was bittersweet, with conservation specialist Purcell Miller Tritton appointed to see through the practice's £35 million extension to the National Maritime Museum in April.

During a difficult year, CF Møller had most success in the healthcare sector, breaking ground on a decade-long construction of the New University Hospital and completing the Danish Neuroscience Centre, both in Aarhus. In Norway, it won a competition for the triple-tower redevelopment of Oslo's central station.

**46** KLING STUBBINS  
USA  
Last ranking: 42 ↓

Architects employed: 199 / 234

Defence and government work helped Kling Stubbins maintain its 2008 income levels, with the US architect and engineer ranking third and fourth respectively in those charts. Government buildings accounted for \$30 million.

Key wins include a five-year BIM contract for the US General Services Administration. BIM work is a particular strength — in April Kling Stubbins won an American Institute of Architects BIM award for Autodesk's AEC Solutions Group HQ in Massachusetts. Projects in the Pacific Rim include the 400,000sq m Plaza Cambodia in Phnom Penh.



# 47 MULVANNYG2

USA

New entry: ★

Architects employed: 196 / —

MulvannyG2 is seeing a silver lining in the ongoing recession — retail refurbishment. The US and Shanghai group has experienced a big increase in retail clients following the deterioration of many malls over recent years which are now ripe for renovation. This spells opportunity, says the group, and it is already working with four out of five of the top Fortune 500 retailers. This helped it to third place in the retail table with \$38million with particular activity in the east rather than the west of America.

Another bright spot has been Pacific Rim work, with its China office busy in 2009 with retail, office, residential and education projects. It's particularly pleased with an appointment to design a 190,000sq m mixed-use retail, office and residential complex in Wuxi, Jiangsu, especially as this was won without the usual competition process. Equally important has been winning Hiroshima Ball Park, a 48,000sq m retail and entertainment project in Hiroshima, Japan.

And the Far East is very much where MulvannyG2 sees its future expansion. It has increased its Shanghai office capacity in anticipation of more work in China, Korea, Japan, Taiwan and Malaysia, which all have emerging retail and urban planning markets.



**Ming Zhang, MulvannyG2's design director (left), and Mitch Smith, MD.**



**Valode et Pistre completed the 180m-high T1 Tower in Paris this year.**

# 48 LINK SIGNATUR

Norway

Last ranking: =45 ↓

Architects employed: 194 / 220

Norway's highest placed architect had a hard year, closing its two offices in Denmark with 60 redundancies. Its other offices, particularly in Sweden, fared better, winning several public building projects. In 2010 it hopes to use BIM technology for all its projects with more emphasis on green architecture. One day, says Link, it will return to the Danish market and become a truly Scandinavian company again.

# 49 WONG TUNG & PARTNERS

China

Last ranking: 58 ↑

Architects employed: 187 / 180

Wong Tung & Partners earned more than \$30 million in 2009 from work in commercial, retail, leisure and residential sectors. One of its highest profile completed projects was the opening in February of the Hyatt Regency Hong Kong hotel in the New Territories. Those in the pipeline include the Shenyang City Hang Lung Plaza office, hotel and retail development, scheduled to complete in 2011.



## 53 VALODE ET PISTRE

France  
Last ranking: =37 ↓↓

Architects employed: 180 / 250

Paris's La Defense has gained one of its tallest high-rises yet — French practice Valode et Pistre this year completed T1 Tower, an 180m-high office building conceived as the first in a new generation of towers in the famous business district.

This was one of the highlights of the year for the practice, which has long worked abroad but in 2009 saw a decline in work elsewhere in Europe, especially in Russia, Eastern Europe and Spain. It fared better in China, where it has major commercial projects, and in the Middle East including Lebanon, where it has been working on a leisure centre in the Beirut souks.

While the number of architects employed was reduced from 250 to 180 as revenue almost halved compared to 2008, large-scale public projects in France helped sustain the practice. These include the Gonesse and Lorient hospitals and the Lille Stadium. In 2009 it also completed the Bouygues Telecom Technopole in Meudon and the Cinetic 22,000sq m office and retail building in Paris at Porte des Lilas. In Russia, Valode et Pistre opened the 296-room Hyatt Regency Ekaterinburg in April 2009.

Although many other of its projects were stalled in 2009, founder Denis Valode says he is looking forward to substantial growth as these take off again in 2010.

Future work includes the 90,000sq m Generali Tower at La Defense, scheduled for completion in 2012. A competition-winning design for Vigo Hospital in Galicia is due to complete in 2012, as is Sainte Catherine District, a new commercial and residential area in Bordeaux.

## 50 GVA & ASOCIADOS

Mexico  
Last ranking: 49 ↓

Architects employed: 186 / 205

Mexican architect GVA looked south in 2009, relying on projects in the still fertile markets of South America to withstand the recession. This paid off, with wins including the mixed-use schemes of Boca Grande project in Cartagena, Colombia, and Triangulo del Este, at Barquisimeto, Venezuela. This contributed to income of \$22 million, the second highest in South and Central America.

## 51 ISHIMOTO

Japan  
Last ranking: 57 ↑

Architects employed: 185 / 185

Ishimoto is a firm with a long pedigree — its founder Kikuji Ishimoto studied at the Bauhaus before establishing the firm in 1927. These days, it's one of Japan's major architecture and engineering firms, ranking ninth in the Pacific Rim with \$47.4 million in fees and busy in all market sectors. It also works overseas in markets as diverse as Burundi and Naples. Major completions in 2009 included the Museum of Archaeology Kaman-Kalehöyük in Turkey.

## 52 AECOM ELLERBE BECKET

USA  
Last ranking: 44 ↓

Architects employed: 184 / 225

Ellerbe Becket's 100th anniversary proved a memorable one for the US architect, which merged in October with Los Angeles-based global group AECOM. Meanwhile it reported one of its strongest years ever, focusing largely on healthcare for government and international clients. Projects include the completion of the Samsung Cancer Center in Seoul, the largest such facility in Asia. Sports and venue work was also healthy — wins include the 63,000sq m Barclays Center in New York with SHoP Architects, home to the Nets basketball team. The firm expects to make a profit of \$6 million in 2009.

## 54 BENOY

UK  
Last ranking: 36 ↓↓

Architects employed: 169 / 270

With retail opportunities reduced at home, Benoy found most success in its overseas markets, particularly China. So much so that it won British Company of the Year in China at the British Business Awards 2009, organised by the British Chamber of Commerce in China to recognise and reward business achievement there. Benoy also opened an office in Mumbai, India, which has already, among other projects, been appointed to design botanical gardens in Hyderabad.

Benoy's China projects also reflect its increasing diversification to mixed-use and other sectors — it won several high-rise office and hotel projects, some incorporating retail malls. However, it still had to reduce architect numbers, which fell from 270 to 169. The firm says that one of its biggest challenges in 2009 was retaining the right

staff to maintain the "Benoy personality".

Completions in 2009 included the shell of the 172,000sq m Ferrari World visitor experience at Yas Island in Abu Dhabi, which is inspired by the double curve of a Ferrari GT chassis. Benoy also opened an extension to the St David's Shopping Centre in Cardiff, which includes the largest John Lewis store outside London, and in Singapore completed the retail element of Ion Orchard, with a 43-storey tower to open in June.



**Benoy's Ferrari World takes shape in Abu Dhabi. Opening is planned for 2010.**

## 55 HENN ARCHITEKTEN

Germany  
Last ranking: =63 ↑

Architects employed: 164 / 160

Henn, one of Germany's largest practices with a pedigree in education, offices and industry, was second biggest earner in Central and Eastern Europe with an income of \$44 million there in 2009.

However, it also had success in China, winning a design competition for a research and development centre for China Life Insurance on the outskirts of Beijing, as well as starting its first project in Ghana.

## 56 ARCHETYPE GROUP

Vietnam  
Last ranking: 60 ↑

Architects employed: 159 / 177

Founded by French architects and engineers in Vietnam in 2002, Archetype won a BCI Asia award last year for being one of the 10 most active architectural firms in the country and now has several offices in the Australasia region. But in 2009 it hit the headlines for its increasing work in India, where it won a plum appointment to renovate the 105-year-old Taj Mahal Palace Hotel in Mumbai. Meanwhile, construction began on the 40-storey M&C Tower, one of the biggest mixed-use developments in Ho Chi Minh City.



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## 57 BROADWAY MALYAN

UK  
Last ranking: 27 ↓↓↓

Architects employed: 157 / 347

Challenging times for Broadway Malyan, which has 190 fewer architects than last year as it has adapted to market conditions. As a result, it plunged down the World Architecture Top 100 to 57 from 27. Income also fell by around \$30 million, yet the group remained a big fish in its key sector of residential design, with the second highest fee income in that market.

Like many UK groups, Broadway Malyan looked to the Far and Middle East for relief from the worst effects of the global credit crunch. Its buoyant Singapore office led the way forward with projects such as the 35,000sq m National Heart Centre in Singapore. Another chink of light was an increasing diversification of its business, as it made headway in the education sector both in the UK and the Middle East. Projects include a new home for Bournville College at the former MG Rover works at Longbridge in the West Midlands. It won its first masterplanning project in Canada, a 55ha sustainable urban living community in Calgary. It also won planning permission for Liverpool's biggest single commercial office development, 30 Pall Mall.

## 58 BATES SMART

Australia  
Last ranking: =68 ↑

Architects employed: 146 / 153

Bates Smart expects to make a profit of \$9 million in 2009 after increasing its revenue to more than \$50 million. The practice also earned peer recognition when the Australian Institute of Architects awarded it the John Andrews Award for Commercial Architecture for the NSW Government Service Centre, Queanbeyan, which accommodates a number of government departments. On a smaller scale, it completed the Spice Temple restaurant in Sydney this year.

## 59 KUNWON ARCHITECTS

South Korea  
Last ranking: 34 ↓↓↓

Architects employed: 142 / 277

For each of its 25 years until 2009, South Korea-based Kunwon Architects says it increased business by 30%. But that growth halted last year with the practice's first decline. Now, its aim is for stabilisation in the near future rather than growth. But it's all relative — Kunwon still topped the residential income charts with \$42 million, and was fifth in the Pacific Rim.

One of its most significant projects was the huge Songdo residential and commercial new town being built on reclaimed land in Incheon, 40 miles from Seoul. The first phase completed in 2009. Masterplanned by Kunwon with KPF for developers Gale International and POSCO E&C, the architect hopes to secure more of this new-town work in 2010.

Kunwon also found success outside the Pacific Rim, working in Algeria on the SNASCO residential-commercial building project at Oran.

## 60 DEWAN ARCHITECTS

UAE  
Last ranking: =52 ↓

Architects employed: 139 / 200

Already one of the largest architects in the UAE, Dewan last year expanded into Saudi Arabia, opening an office in Riyadh. It also plans to open another in Doha, Qatar. Despite the collapse of the Dubai market, Dewan

expects to make a \$10 million profit in 2009 with major projects including the Yas Hotel at Yas Marina in Abu Dhabi, where Dewan worked as local architect with New York-based Asymptote.

## =61 WILSON ASSOCIATES

USA  
Last ranking: 71 ↑

Architects employed: 132 / 149

Based in Dallas, Texas, Wilson Associates has built an international reputation for luxury interior design that has seen it steadily climb the world architecture ranks. The practice has profited from a boom in luxury hotel developments, with recent additions to its portfolio including the MGM Grand Macau. Wilson Associates is now the second largest practice in the interiors sector and, despite losing both architects and other creative staff this year, brought in a fee income in excess of \$55 million from that sector alone.



**A new head office for The Co-operative Group in Manchester by 3D Reid.**

## =61 3D REID

UK  
Last ranking: =66 ↑

Architects employed: 132 / 155

After shedding architects in 2009, a confident 3D Reid is recruiting again as it experiences a "significant" increase in enquiries, commissions and opportunities.

The company, which expects to make a profit of \$2 million in 2009, puts its resilience down to a varied portfolio and an increasingly international workload, with the airport, education, office and hotel sectors proving fertile. In the UK, wins for its Manchester and Birmingham offices included the 15-storey Co-operative HQ in Manchester, which starts on site this year. It was appointed to design a new HQ

building for Staffordshire County Council and is also building five fire stations in the county. Education wins include the £55 million Western Isles School Project in Scotland. In 2009 it finished eight schools as well as a £240 million refurbishment of Heathrow Terminal 4 and a £40 million refurbishment of the Turnberry hotel in Ayrshire.

Overseas, 3D Reid is having success in UAE, in Egypt where it is building a range of hotels, and in Malaysia where it is working on tourism masterplans.

The practice is looking forward to "strategic and coordinated" growth. It hopes to expand further internationally in 2010 as well as progressing major UK schemes such as the National Indoor Sports Arena & Velodrome for the 2014 Commonwealth Games in Glasgow.



# 63 KOHN PEDERSEN FOX

USA

New entry: ★

Architects employed: 131 / 90

KPF is a new entry in the Top 100 with 131 registered architects, up from a near-missing 90 last year. This despite the defection of the five top partners of its London office, who have set up a spin-off practice after a failed management buy out.

KPF has also managed to hang on to one of its most high-profile projects, The Pinnacle in the City of London, though an unseemly scramble for talent looms as the new firm tries to fill office space for 150, and senior management has flown in from America to rebuild its leadership. Despite the New York top brass'

determination to hang on to their London base, one of five global offices, Western Europe contributes only 19% of its turnover, half the proportion that it earns in China and the Pacific Rim. The London office, which employs 200 people, will now extend its brief to include jobs in China and India, as well as moving deeper into the education and health-care markets, currently only a fifth of the size of its offices work.

# 64 NILES BOLTON

USA

Last ranking: =66 ↑

Architects employed: 130 / 155

Founded in its director's own home in Atlanta, Georgia, in 1975, Niles Bolton Associates has

relied on its roots to maintain growth in a year when many other practices have struggled. Although the practice boasts a diverse portfolio across 14 countries, the vast majority of its fee income is still earned at home, with North American projects bringing in more than \$24 million in fees in the past year, thanks partially to high spending on university campus projects.

# =66 CP KUKREJA

India

Last ranking: =61 ↓

Architects employed: 125 / 165

India is still seen as one of the major growth areas for international work, and CP Kukreja Associates is well placed to make the most of its local knowledge offering both architectural and engineering services.

The practice specialises in residential, office and education projects but a diverse portfolio also encompassing hotel, transport and industrial developments has helped keep the practice in the top 10 working in Central Asia.

# =66 TP BENNETT

UK

Last ranking: =118 ↑↑↑↑↑

Architects employed: 125 / 73

This year has been good for practices specialising in interior design, and TP Bennett is no exception. Although the practice has a number of new build projects in its current portfolio, it is its refurbishment and refit skills that have helped it debut in the World Architecture Top 100 as well as ranking in the top 15 practices for interior design with a fee income of more than \$19.5 million in that sector.

With offices in London, Moscow, Abu Dhabi and New York, the 88-year-old practice has also been making inroads in North America and Eastern Europe, although it is back home in the UK that it has made the biggest splash this year.

TP Bennett was nominated for the Interior Architect of the Year at BD's Architect of the Year Awards, and also scooped a Building Better Healthcare Award for best end-of-life care design.

Its reputation for healthcare developments and refurbishment expertise has helped the practice attract clients including the UK's oldest hospice organisation, Trinity Hospice, which has commissioned the practice to create a £10.5 million scheme to consolidate its current buildings in south London. Other clients include mobile phone company O2, which has commissioned TP Bennett to refurbish its company headquarters in Slough.



Grimshaw's LSE building opened in 2009.

# 65 GRIMSHAW

UK

Last ranking: 126 ↑↑↑↑↑

Architects employed: 126 / 64

Grimshaw is feeling buoyant, predicting profits of \$4.7 million in 2009, planning a recruitment drive and expecting to leave the recession stronger than when it went in.

That's not to say it hasn't attracted considerable negative attention — having been revealed as masterplanner of the hugely controversial £13 billion Heathrow expansion in November. And just a few weeks earlier, it agreed to pay an undisclosed amount to Bath & North East Somerset Council following an out-of-court settlement over the troublesome Bath Spa project.

But the overall picture for 2009 has been positive — despite intense competition and price pressure, Grimshaw reports a strong workload in its London, Melbourne and New York offices with transport figuring particularly highly in London, where it was appointed with Atkins to ensure standardisation of Crossrail fixtures and fittings. Other rail wins included the redevelopment of Reading station.

It also won the new Peter Doherty Institute for Microbiology, Immunology & Immunity in Melbourne. Another health building, the UCL Cancer Institute: Paul O'Gorman Building won a RIBA award.

In the education sector, Grimshaw's new LSE Academic Building opened in London followed by the completion of London South Bank University's Keyworth II Building at the Elephant & Castle.





**PRP's Clapham Park residential scheme.**

**70 PRP ARCHITECTS**  
UK  
Last ranking: =73 ↑

Architects employed: 117 / 144

Housing architects have been at the sharp end of the global financial crisis but they are also among the first to be experiencing signs of recovery.

Housing specialist PRP has had a

good year, despite shedding almost a fifth of its staff, with \$28 million in fees from residential projects giving it the eighth highest fee income in that sector.

Like many European practices, PRP Architects has been looking east for new work. Recent projects include an industrial regeneration project in ChongQing, China, as well as a Russian portfolio overseen by PRP Moscow.

**68 J EYERS & PARTNERS**  
Belgium  
Last ranking: =103 ↑↑↑↑

Architects employed: 122 / 90

This year marks the first appearance of Belgian practice J Eyers & Partners in the Top 100, beating better known international names with higher fee incomes.

Michael Jaspers has spent 40 years quietly turning his practice into one of the best-known Belgian architecture businesses, but despite a fee income in Western Europe of \$15 million, the practice has had a difficult 12 months.

The practice is now run by Jaspers with associate partners Johnny Eyers and Jaspers' son, Jean Michel, and has a wide-ranging remit encompassing interior design and urban planning. Architecturally the practice specialises in commercial offices and towers and residential developments, with a predominantly Belgian portfolio, although it also has projects under development in Brussels, Minsk and Warsaw and is among the market leaders in Central and Eastern Europe.

But J Eyers has received few firm decisions

on big projects in the past year and is facing a challenging 2010. Partner Jean Michel Jaspers has said that he expects the next two years to be particularly hard.

Current projects include the 220m-tall Warsaw Spire, due for completion during 2010. Other major commissions in early design stages include the 99,000sqm La Citadelle shopping centre in Charleroi, France.

**69 SHOWA SEKKEI**  
Japan  
Last ranking: =80 ↑↑

Architects employed: 120 / 120

Showa Sekkei has a focused approach to diversification, specialising in sewers and other water-related engineering projects alongside its usual architectural work. The practice has turned to facilities management for a steady income that has proven less vulnerable to the financial crisis and is ranked joint fourth among the Top 100 practices for fee income in that specialism. As a result, it is one of the few practices that has not lost architectural staff this year.

**71 WILMOTTE ET ASSOCIES**  
France  
New entry: ★

Architects employed: 113 / —

French practice Wilmotte et Associes is making its debut in the World Architecture Top 100 after a strong year for its interior design arm, which brought in \$9 million in fees.

The practice, led by founder Jean-Michel Wilmotte, ended 2008 on a high note with the opening of the IM Pei-designed Museum of Islamic Art in Doha, for which it created the gallery spaces and the interiors for the education wing. The positive reception of that project provided some compensation for its loss earlier in the year at home. After seeing off OMA and Cesar Pelli to become one of the final five in the Tour Signal competition, alongside practices including Foster & Partners and Daniel Libeskind, Wilmotte was pipped to the post by Jean Nouvel.

However, 2009 saw the practice win a number of competitions to establish itself as the 15th highest earner in Western Europe, and it is looking into 2010 with high hopes for a number of projects including the Flins-Les Mureaux racetrack in north-east Paris, and the UN Memorial hall in Korea.



**Wilmotte's ZAC Chartreux Mediatheque, completed in 2009.**

**72 LANGDON WILSON INT'L**  
USA  
Last ranking: =80 ↑

Architects employed: 110 / 120

It's been a good year for private healthcare construction, and Langdon Wilson International has benefited from a steady stream of large health projects, including the North Critical Healthcare Tower at the Cedars-Sinai Medical Centre in Los Angeles.

Like many other practices in North America, where Langdon Wilson ranks as the 29th largest practice, the firm has also profited from a growth period in the education sector, bringing in more than \$10 million in fees from a series of schools projects.



**73** **ANSHEN & ALLEN**  
UK / USA  
New entry: ★

Architects employed: 109 / —

At the end of 2008, Anshen & Allen secured its place as a major player in Western Europe, joining the winning consortium for one of the largest healthcare contracts in Northern Ireland, an acute care hospital in Enniskillen. The project has helped boost the practice's coffers in 2009, when it reported a healthcare fee income of \$32.5 million, putting it at number 14 in the health sector.

The practice, originally founded in San Francisco in 1940 by Bob Anshen and Steve Allen, has made significant inroads both at home, where it ranks 27th with a fee income of \$27.5 million, and in Western Europe where it earned \$11.7 million.

With four offices in the US and another in London, Anshen & Allen has made its debut in the World Architecture Top 100 as one of the leaders in healthcare, but the practice also specialises in academic buildings.

**=74** **DEVEREUX**  
UK  
Last ranking: 91 ↑↑

Architects employed: 108 / 105

Healthcare specialist Devereux has enjoyed a particularly strong year, thanks partly to the fruits of its merger with Newcastle, Teeside and London practice Dewjo'c at the end of 2008. Devereux has used its healthcare expertise to foster partnerships with other practices, including Allies & Morrison. This year the two practices finalised their £3 billion masterplan for the UK's biggest hospital complex in Oxford.

If approved, the project will see its healthcare fees rocket, although it is already among the top 30 healthcare architects internationally in that sector with a fee income of \$10.39 million.

**=74** **HAMILTONS**  
UK  
Last ranking: 51 ↓↓↓

Architects employed: 108 / 201

Although 2009 has been a challenging year for all the practices in the Top 100, UK-based Hamiltons has been hit harder than most. The practice has almost halved in size, dropping 93 architects and more than 20 places down in the Top 100 ranking. Fee income fell to less than \$20 million.

However, the company is involved in a slew of high-profile residential and cultural projects, bringing in fee incomes of \$8.9 million and \$1.2 million respectively. It is one of the shortlisted teams for Chelsea Barracks and the end of 2009 saw hope for stalled projects commissioned by developer Land Securities. It is also a leader in the masterplanning sector where it earned \$8.9 million in fees over the last year. Look out for its expected rebrand in 2010, including a change of name.

**=74** **SHEPPARD ROBSON**  
UK  
Last ranking: =63 ↓↓

Architects employed: 108 / 160

Like many UK architects, Sheppard Robson has suffered during the recession, but two large schemes in the UK prevented it from slipping further down the league table. In June, it won planning permission for its part of the 3,300-home Barking Riverside project in London,

and in April it won approval for a controversial £80 million maths and biological sciences development for Bristol University. That project helped secure its position in the Top 50 education architects table with a fee income of \$13.9 million.

**78** **KASIAN**  
Canada  
Last ranking: 79 ↑

Architects employed: 104 / 121

While other practices in North America have focused on education and healthcare projects to carry them through a rough year, Kasian has chosen a sector in which it has always been a strong performer. In the past year the practice earned \$10 million in fees for its urban design work, placing it joint fifth in the fee income table in that sector. Like most practices, it has cut the number of architects it employs to cope with the downturn, having seen its employee base swell with the acquisition of Health Strategy Architects and RHL Architects in 2007.

**=79** **DIAMOND & SCHMITT**  
Canada  
Last ranking: 83 ↑

Architects employed: 102 / 118

Canadian practice Diamond & Schmitt has been steadily rising up the table for more than three years. The practice has lost relatively few staff this year and its fee income tripled. Mainly focused on the North American market, which brought in more than \$30 million in fees this year, the education specialist has profited from an increase in public spending. It earned \$8.5 million in fees from its schools projects, but will have to brace itself for budget cuts next year.

**77** **PAGESOUTHERLANDPAGE**  
USA  
Last ranking: 85 ↑

Architects employed: 105 / 115

Texas-based PageSoutherlandPage has put in a respectable performance this year,

rising up the Top 100 and earning nearly \$100 million in fees, significantly more than its neighbours this high in the table.

It employs 105 architects, only 10 less than last year, but they are vastly outnumbered by 280 other creative professionals as it has established a reputation as a leading interiors

architect as well as a leader in the institutional, healthcare and higher education sectors.

Despite having offices in London, Abu Dhabi, Doha and Kuwait, the practice remains focused on its home market from its five offices in North America.

While other firms have seen many of their projects put on hold, 2009 has seen the ground being broken on a number of PageSoutherlandPage's schemes including the \$60 million College of Health Sciences and School of Nursing for the University of Texas.

This year, the practice also received a US government design award for a courthouse building in Alpine, Texas, as well as the Architecture Firm award from the Texas Society of Architects.



PageSoutherlandPage's US Embassy Consulate in Johannesburg, South Africa.





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**=79** **TABANLIOGLU**  
Turkey  
Last ranking: 89 ↑

Architects employed: 102 / 112

In financial terms, Istanbul-based Tabanlioglu is far outstripping many others in the Top 100. It is the uncontested leader of the table for expected profit in 2009, anticipating a world-beating \$55 million. It also earns more than double than most of its neighbours in the upper reaches of the table, netting nearly \$100 million this year.

Unsurprisingly, the only Turkish practice in the rankings is the leader in Central and Eastern Europe, earning \$50 million in fees there. It is also the third-highest earner on cultural projects. This year it completed work on the \$185 million Astana Stadium in Kazakhstan. Ongoing projects include the Zorlu Center, a 96,000 sq m development in Istanbul, touted as Turkey's first mixed use scheme, which includes a social and cultural centre, shopping centre, hotel, business centre and private housing. It is also renovating the Ataturk Cultural Centre in preparation for Istanbul's stint as European Capital of Culture in 2010 — a revisiting of the rebuilding project that originally made its name on the international stage in 1969.

**81** **RONALD LU & PARTNERS**  
Hong Kong  
New entry: ★

Architects employed: 101 / —

Ronald Lu & Partners makes its debut in the Top 100 this year, largely thanks to a slew of government building projects which have brought in fees in excess of \$10 million.

It may not seem like a massive practice compared to those higher up the list, employing 101 architects, but it also employs 212 other creatives who have helped the firm become a specialist in high-density urban development and masterplanning.

**=82** **FXFOWLE**  
USA  
Last ranking: 72 ↓

Architects employed: 96 / 147

Like many US practices, FXFowle had a bumpy start to the year, shedding 6% of its staff. Overall, it has lost more than 50 architects this year, but is unlikely to slip back to its 2008 placing at number 96, keeping its head above water with a number of high-profile renovation and extension projects. Among its completed projects this year is the Bronx Zoo in New York, which has helped the practice win almost 20 awards in 2009.



Aukett's heritage and technology centre for Mercedes-Benz in Surrey.

**=82** **AUKETT FITZROY ROBINSON**  
UK  
Last ranking: =68 ↓↓

Architects employed: 96 / 153

Aukett Fitzroy Robinson was expecting 50% of its income to come from the Middle East this year, and its profits took a nosedive as projects went on hold across

the region. Shares in the company tumbled in July as a mixed-use project stalled in Moscow.

In June the practice reported pre-tax losses of £1.2 million and its directors agreed to take personal pay cuts soon afterwards. However, it is still one of the most successful practices in the Western, Central and Eastern Europe markets, with strong rankings for fee income in those regions.

**84** **HEERIM ARCHITECTS**  
South Korea  
Last ranking: =98 ↑↑

Architects employed: 95 / 93

This Seoul-based practice may be at the lower end of the main table, but its vast creative staff puts it at number eight in the creatives rankings, and it's also one of the highest earning with an expected 2009 profit of \$14.5 million, earning it a place in the Top 10 profitability table too. Despite tough competition in 2009, it has seen robust demand from Abu Dhabi, Azerbaijan and Vietnam, completing the Hotel Crescent development in Baku and entering the final design stage for the Ministry of Foreign Affairs in Hanoi.

**85** **PASCALL & WATSON**  
UK  
New entry: ★

Architects employed: 91 / —

It's a good time to be an architect specialising in transport, and Pascall & Watson has had a happier time than many other practices during the past year. It's the highest-placed UK practice in the transportation fee income table, earning \$28.2 million from

its air and rail projects in 2008.

From its offices in London, Dublin, Limerick and Manchester, and a satellite in Cyprus, it has worked on airport expansions around Europe, and its portfolio includes St Pancras station and Heathrow Terminal 5.

It's also bucking the trend by surging into the Middle East while others have packed up and gone home. In July, it opened another satellite office in Abu Dhabi to work on its expansions of Abu Dhabi and Sharjah airport and two new universities, the Sorbonne and Sheikh Zayed University.

**=86** **AIDEA**  
Philippines  
Last ranking: =103 ↑↑

Architects employed: 90 / 90

Philippines-based Aidea isn't in a bad part of the world to weather the economic storm. It focuses on the hospitality, high-rise residential, offices, retail and corporate fit-out sectors, and in 2009, completed projects in Rome and Dubai, as well as its home country and China.

However, its growth this year has come from a shift to more Asian work, particularly in Indonesia, Vietnam, and China, which will continue to contribute the lion's share of its turnover in 2010.



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**=86** **HENNING LARSEN**  
Denmark  
Last ranking: =103 ↑↑

Architects employed: 90 / 90

Henning Larsen has been established for 50 years, but it was in 2003 that its serious international expansion took off. Denmark and Scandinavia remain its core markets, but competitors should keep an eye on the practice's global growth.

In 2009 it had projects in 20 countries, but its best move to date has arguably been the establishment of an office in Riyadh, Saudi Arabia, before the financial crisis hit. It is picking up more and more work in the Middle East on the back of this early commitment. Current projects include the Massar Children's Discovery Centre in Damascus and several masterplans.

Educational and cultural projects have always been important for Henning Larsen, and it has completed numerous museum and concert halls. But over the past decade it has also built a reputation for healthcare and research buildings and more recently masterplanning. Recently completed projects include a world-class cancer research centre and a large technical school in Norway, and an



**Henning Larsen masterplanned the King Abdullah Financial District in Saudi Arabia.**

extension of Copenhagen Business School. It has several giant urban design schemes in progress in the Netherlands.

The other strand of Henning Larsen's survival strategy in the current market is to equip its architects to do more than just draw, with skills to develop concepts and brands and better manage processes to demonstrate value to clients. It also has a number of research and development projects around sustainability.

**88** **SWANKE HAYDEN CONNELL**  
UK  
Last ranking: 82 ↓

Architects employed: 88 / 119

Even though it has lost 31 architects since last year, Swanke Hayden Connell says it has achieved its targets and remains profitable. Following the rush eastwards, it has added a Shanghai office to its seven North American and European branches and plans to set up in Abu Dhabi. Projects cover public and private sectors. It has completed the first phase of the Kingsmill Hospital in Mansfield, the Jennie Lee Mathematics & Science Building at the Open University in Milton Keynes, and fit-out projects for both Deloitte and Moody's in New York.

**89** **RAFAEL DE LA-HOZ**  
Spain  
Last ranking: =110 ↑↑↑

Architects employed: 87 / 85

This well-established Spanish practice has been creeping towards the Top 100 for some years, and this year its relative stability among failing peers has given it leg-up into the main list.

Rafael de la-Hoz Castany is the son of the

practice founder Rafael de La-Hoz Arderius, who died in 2000. With perhaps less claim to international status than others on this list, most of the practice's work is in Spain and it has contributed much to the face of modern Madrid.

The practice says \$9.7 million of its fees are earned in Western Europe, with a slim \$1.1 million in Central and Eastern Europe.

It recently completed the striking Torres de Hercules offices in Cadiz, the tallest buildings in Andalucia. The 20-storey twin towers are supposed to symbolise the Pillars of Hercules, rising from a flat pool of water and with a concrete lattice spelling again and again the motto "Non Plus Ultra", warning sailors that there was "nothing further beyond" the edge of the known world.

**=90** **EQUATOR EUROPEAN**  
Sweden  
New entry: ★

Architects employed: 85 / —

Equator is not a practice but a network of practices, representing 85 staff spread across nine offices in Brussels, Bucharest, Budapest, Dublin, Helsinki, Lisbon, Paris, Prague and Stockholm. In 2006, it forged an alliance with Vietnamese practice Archetype Group which

gives it a foothold in Asian markets too. Among its completed projects this year was the Liljeholmstorget shopping centre in Stockholm, which is aiming for a platinum LEED rating. An ongoing project is a 250ha masterplan for the former harbour land in Helsinki.

**=90** **KMD ARCHITECTS**  
USA  
Last ranking: 56 ↓↓↓↓

Architects employed: 85 / 190

A new entry at number 56 last year, Kaplan McLaughlin Diaz has fallen down the rankings, losing more than half of its staff.

KMD is focused on research as well as architecture, and has carried out projects on housing for the elderly, public spaces and retail environments. Most recently, it assisted the city of San Francisco in developing a masterplan for a sustainable civic centre, preparing an energy analysis for the entire district and incorporating energy conservation and renewable measures.

**92** **PROGETTO CMR**  
Italy  
Last ranking: =121 ↑↑↑

Architects employed: 84 / 70

The only Italian practice in the Top 100, Progetto is also one of the small number to have shown significant growth over the past year. It attributes its success to work across several sectors and markets including retail, residential, leisure, commercial and masterplanning projects in Europe and the Far East.

The Chinese market will continue to provide most of the practice's growth in 2010. In 2009, it opened the 30,000sq m Tianjin City Planning Exhibition Hall, which is in typical Italian classical style and is intended as a bridge between the two cultures.

**93** **SCHMIDT HAMMER LASSEN**  
Denmark  
Last ranking: 76 ↓↓

Architects employed: 82 / 138

This Danish practice has had a difficult year, losing more than a third of its architects and dropping 17 places down the table. In 2009, it expects to make a loss of \$1.4 million, and describes the global financial crisis like a huge mudslide or hurricane for its business.

Most of Schmidt Hammer Lassen's work is in Western Europe, and its biggest focus is on education and media projects. Among its completed projects are the Thor Heyerdal College in Norway, and a sustainable office building in Prague.

**=94** ARTE CHARPENTIER  
France  
Last ranking: 78 ↓↓

Architects employed: 81 / 122

One of only three French practices in the Top 100, Arte Charpentier's 40th anniversary celebrations this year were marred as it lost 30% of its staff. Its architecture and urban planning work spans three offices in Paris, Lyon and Shanghai, but the China practice is no recent opportunistic bolt-on. Founder Jean-Marie Charpentier has been working there since the early 1980s, and he designed the Shanghai Grand Theatre with its swooping curved roof, for which he won the Gold Medal for Architecture of the City of Shanghai.

**=94** BBG-BBGM  
USA  
Last ranking: 84 ↓

Architects employed: 81 / 116

Not strictly one practice, but two, BBG is the architecture studio, founded in 1984, and BBGM is its offshoot interiors studio, founded three years later. It has been a difficult year for the firm, as it has shed nearly a third of the 116 architects it employed a year ago.

Its focus on the hospitality, commercial high-rise, residential, gaming and masterplanning sectors across North America, Asia and the Middle East left it vulnerable during the downturn, but it anticipates performance in 2010 to return to 2008 levels.

**96** CR NARAYANA RAO  
India  
Last ranking: =114 ↑↑

Architects employed: 80 / 80

CR Narayana Rao has been in a prime position to benefit from the foreign investment that has poured into India's urban centres via the manufacturing and knowledge industries over the past 10 years. It has turned its hand to a variety of projects across India and internationally.

Key markets are industrial and IT buildings, stadiums, shopping centres, hotels, hospitals, housing, education, interiors and masterplanning. The market slowed in 2009, but the practice anticipates recovery in 2010, with investors in industrial infrastructure planning again and a general splurge planned on infrastructure. But there will be a shift in its work next year from luxury and high-end apartment complexes to more affordable and moderately priced developments, reflecting a new sobriety.

It employs many non-architects, reflecting the more traditional role of practices in India, earning it 27th place in the Creatives Top 100.

**97** DAVID CHIPPERFIELD  
UK  
Last ranking: =98 ↑

Architects employed: 78 / 93



Chipperfield: internationally renowned.

David Chipperfield has always been known for his international rather than UK work, though the recent exhibition at London's Design Museum may go some way to changing that. The practice's most significant completed projects in 2009 were all overseas: the Neues Museum in Berlin, the Anchorage Museum in Alaska and City of Justice in Barcelona.

Hanging on by its fingernails to its place in the Top 100, the practice has been weathering the downturn considerably better than some of its contemporaries. It now employs 15 fewer architects than it did this time last year, down from 93, but it did at least report a profit earlier in the year while others suffered massive losses or narrowly escaped insolvency. Profits for the eight months up to January were just a 10th of the total for the previous financial year, but in October it said turnover for this year would be a similar level to last year's £6.4 million, across its four offices in London, Berlin, Milan and Shanghai.

**98** THOMSON ADSETT  
Australia  
Last ranking: =118 ↑↑

Architects employed: 76 / 73

Even though Thomson Adsett's work in Australia's commercial and retirement homes markets declined this year, it has grown enough to enter the Top 100 for the first time as projects in the health and education sectors more than made up the slack. It is punching above its weight on the profitability scale, at number 25 with an expected profit in 2009 of \$4 million.

The practice plans to continue to grow in the international health market through its joint venture initiative, TAHPI, which is focused on both large hospitals and software solutions for the health and elderly care industries across Australasia.

**99** COOPER CARRY  
USA  
Last ranking: 55 ↓↓↓↓↓

Architects employed: 75 / 195

The bulk of Cooper Carry's wide-ranging public and private projects are in North America, where it earned \$20.5 million in fees in 2009. So it's little surprise that this has been a devastating year for the practice as it had to let more than half of its architects go and dropped more than 40 places in the rankings.

The practice is perhaps best known for revitalising the Mizner Park shopping district in Boca Raton, Florida, which received the 1991 American Institute of Architects Citation for Excellence in Design and has become an early textbook example of mixed-use urban redevelopment. Its current projects include a striking new building for NASA in Virginia, the first part of a 12-year modernisation programme worth an estimated \$200 million.

**100** BAUMSCHLAGER  
EBERLE  
Austria  
New entry: ★

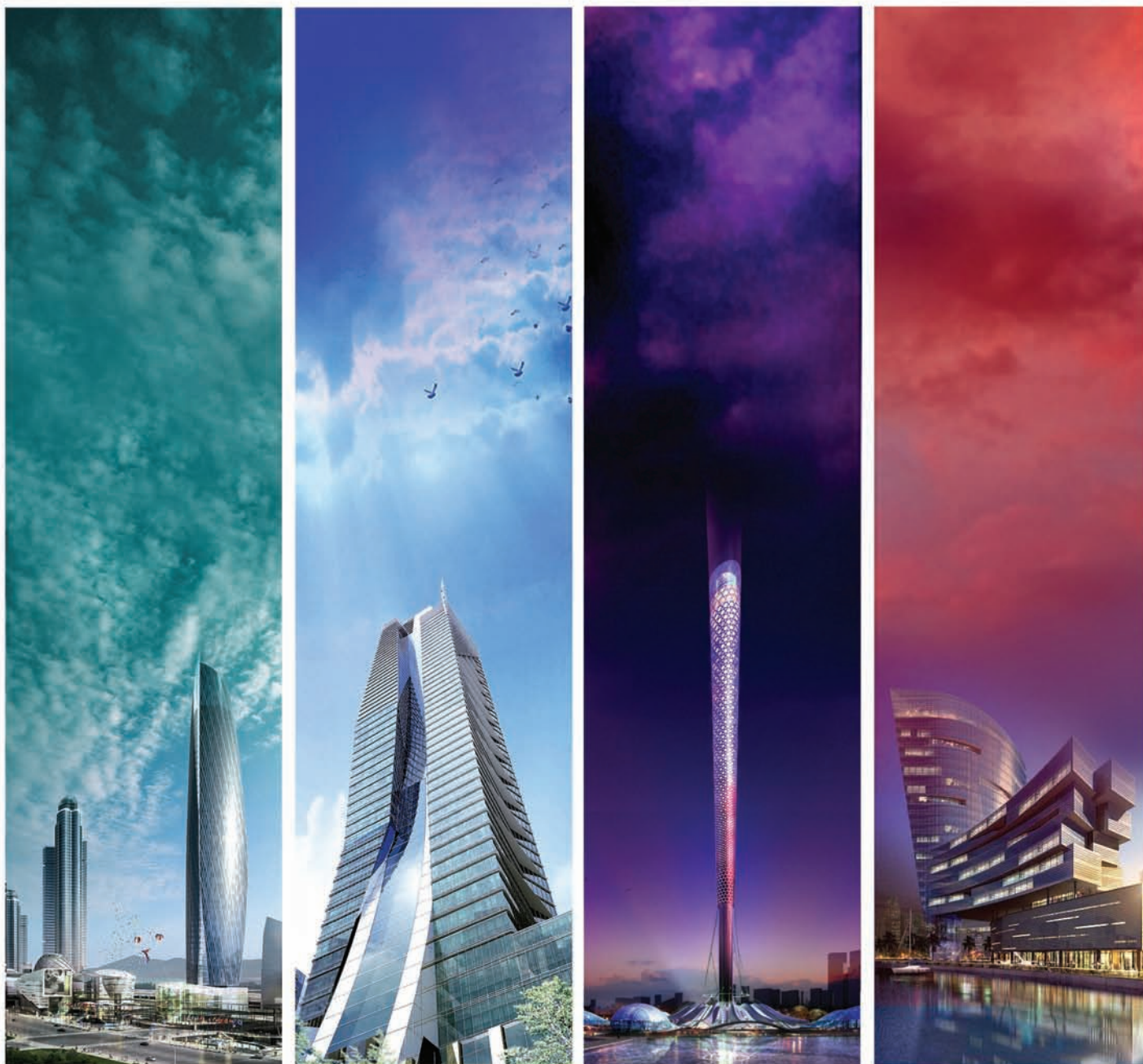
Architects employed: 70 / —

Now well into its third decade, Austrian practice Baumschlager Eberle made its way into the Top 100 for the first time.

Founded by Carlo Baumschlager and Dietmar Eberle in western Austria, today it has seven offices in Austria, Switzerland, Liechtenstein and China, and builds a range of public and commercial buildings, including, in 2007, the offices of the UNAIDS/World Health Organisation in Geneva.

Projects in the pipeline include a skylink for Vienna international airport, high-rise residential towers in Qingdao, China, a science city for the University of Luxembourg, and a hospital in Kortrijk, Belgium. The practice has just won a competition to design a 80,000sq m campus for the University of Applied Sciences & Arts in Hildesheim, Germany.





## Light of Metropolis, KUNWON

Seoul | Busan | Shanghai | Guam | Dubai

**Kun  
won**

ARCHITECTS | PLANNERS | ENGINEERS

# World's 100 biggest practices

There's been something of a reshuffle among the mega practices in the top 10 — and we have a new number one this year. But not that new. Nikken Sekkei last held the top spot in 2007 and has been pinballing around the top five ever since.

The greatest drama is to be found lower down the table. Look out for some spectacular rises and falls as the medium-

sized practices struggle for survival in recession-hit markets around the world.

It has also been a year of great opportunity for those smaller practices whose architectural staff numbers left them just outside the Top 100 in previous years. As larger firms suffered, some have found that just treading water has been enough to win them a place on the top table for the first time.

| KEY            |       |            |       |
|----------------|-------|------------|-------|
| Up 1-10 places | ↑     | Down 1-10  | ↓     |
| Up 11-20       | ↑↑    | Down 11-20 | ↓↓    |
| Up 21-30       | ↑↑↑   | Down 21-30 | ↓↓↓   |
| Up 31-40       | ↑↑↑↑  | Down 31-40 | ↓↓↓↓  |
| Up 40+         | ↑↑↑↑↑ | Down 40+   | ↓↓↓↓↓ |
| Same as 2009   | ●     | New entry  | ★     |

| RANK<br>2010 | RANK<br>2009 |       | PRACTICE NAME                | COUNTRY      | ARCHITECTS<br>EMPLOYED | ARCHITECTS<br>PREVIOUS YR | FEE INCOME<br>(US\$ MILLION) |
|--------------|--------------|-------|------------------------------|--------------|------------------------|---------------------------|------------------------------|
| 1            | 5            | ↑     | Nikken Sekkei                | Japan        | 1,165                  | 985                       | Over 400                     |
| 2            | 2            | ●     | Aedas                        | UK/China/USA | 1,122                  | 1250                      | 220-229                      |
| 3            | 1            | ↓     | Gensler                      | USA          | 975                    | 1360                      | Over 400                     |
| 4            | 4            | ●     | HOK                          | USA          | 894                    | 1022                      | 260-269                      |
| 5            | 7            | ↑     | RMJM                         | UK           | 833                    | 840                       | 180-189                      |
| =6           | 3            | ↓     | Foster & Partners            | UK           | 750                    | 1067                      | 200-209                      |
| =6           | 9            | ↑     | IBI Group                    | Canada       | 750                    | 780                       | 90-99                        |
| =6           | 12           | ↑     | P&T Architects and Engineers | China        | 750                    | 648                       | 120-129                      |
| 9            | New          | ★     | HDR Architecture             | USA          | 720                    | —                         | 280-289                      |
| 10           | 8            | ↓     | BDP                          | UK           | 646                    | 785                       | 200-209                      |
| 11           | 10           | ↓     | HKS                          | USA          | 644                    | 762                       | 150-159                      |
| 12           | =61          | ↑↑↑↑↑ | DP Architects                | Singapore    | 574                    | 165                       | 60-69                        |
| 13           | 13           | ●     | Atkins                       | UK           | 565                    | 633                       | 220-229                      |
| 14           | 20           | ↑     | Cannon Design                | USA          | 539                    | 426                       | 150-159                      |
| 15           | 40           | ↑↑↑   | RTKL                         | USA          | 538                    | n/a*                      | 210-219                      |
| 16           | 6            | ↓     | Skidmore, Owings & Merrill   | USA          | 525                    | 880                       | 200-209                      |
| 17           | 16           | ↓     | Perkins & Will               | USA          | 522                    | 475                       | 250-259                      |
| 18           | 14           | ↓     | Perkins Eastman              | USA          | 490                    | 580                       | 110-119                      |
| 19           | 15           | ↓     | SmithGroup                   | USA          | 445                    | 478                       | 100-109                      |
| 20           | 19           | ↓     | NBBJ                         | USA          | 417                    | 455                       | 190-199                      |
| 21           | New          | ★     | Sweco                        | Sweden       | 400                    | —                         | 60-69                        |
| 22           | 23           | ↑     | Stantec                      | Canada       | 372                    | 370                       | 130-139                      |
| 23           | 18           | ↓     | Burt Hill                    | USA          | 356                    | 456                       | 100-109                      |
| 24           | 29           | ↑     | Leo A Daly                   | USA          | 355                    | 310                       | 190-199                      |
| 25           | New          | ★     | Hassell                      | Australia    | 352                    | —                         | 100-109                      |
| 26           | 31           | ↑     | ATP Architects & Engineers   | Austria      | 320                    | 303                       | 70-79                        |
| 27           | 30           | ↑     | Kume Sekkei                  | Japan        | 305                    | 305                       | 100-109                      |
| 28           | 17           | ↓     | Callison                     | USA          | 302                    | 458                       | 110-119                      |
| =29          | New          | ★     | Cox Architects               | Australia    | 300                    | —                         | 70-79                        |
| =29          | 32           | ↑     | White Arkitekter             | Sweden       | 300                    | 300                       | 60-69                        |
| 31           | =25          | ↓     | DLR Group                    | USA          | 290                    | 350                       | 110-119                      |
| 32           | 39           | ↑     | HBO+EMTB                     | Australia    | 272                    | 245                       | 60-69                        |
| 33           | 35           | ↑     | KEO International            | Kuwait       | 252                    | 271                       | 70-79                        |
| 34           | 33           | ↓     | Archial Group                | UK           | 250                    | 285                       | 70-79                        |
| 35           | 24           | ↓↓    | Woodhead                     | Australia    | 245                    | 365                       | 30-39                        |
| 36           | 43           | ↑     | Gansam Partners              | South Korea  | 241                    | 233                       | 40-49                        |
| 37           | 47           | ↑     | ACXT-IDOM                    | Spain        | 235                    | 217                       | 60-69                        |
| 38           | 86           | ↑↑↑↑  | WATG                         | USA          | 232                    | 114                       | 30-39                        |
| 39           | =25          | ↓↓    | Chapman Taylor               | UK           | 225                    | 350                       | 60-69                        |
| 40           | 48           | ↑     | JSK Architects               | Germany      | 220                    | 215                       | 70-79                        |
| 41           | =73          | ↑↑↑↑  | KSP Jurgen Engel Architekten | Germany      | 212                    | 144                       | 20-29                        |
| =42          | 59           | ↑↑    | PBK Architects               | USA          | 211                    | 179                       | 70-79                        |
| =42          | 28           | ↓↓    | ZGF Architects               | USA          | 211                    | 325                       | 60-69                        |

\* Incorrect information supplied for 2009 listing



| RANK<br>2010 | RANK<br>2009 |       | PRACTICE NAME                    | COUNTRY     | ARCHITECTS<br>EMPLOYED | ARCHITECTS<br>PREVIOUS YR | FEE INCOME<br>(US\$ MILLION) |
|--------------|--------------|-------|----------------------------------|-------------|------------------------|---------------------------|------------------------------|
| 44           | New          | ★     | Populous                         | USA         | 210                    | –                         | 80-89                        |
| 45           | 54           | ↑     | CF Møller Architects             | Denmark     | 205                    | 196                       | 40-49                        |
| 46           | 42           | ↓     | Kling Stubbins                   | USA         | 199                    | 234                       | 100-109                      |
| 47           | New          | ★     | MulvannyG2 Architecture          | USA         | 196                    | –                         | 40-49                        |
| 48           | =45          | ↓     | Link Signatur                    | Norway      | 194                    | 220                       | 30-39                        |
| 49           | 58           | ↑     | Wong Tung & Partners             | China       | 187                    | 180                       | 30-39                        |
| 50           | 49           | ↓     | GVA & Asociados                  | Mexico      | 186                    | 205                       | 20-29                        |
| 51           | 57           | ↑     | Ishimoto                         | Japan       | 185                    | 185                       | 40-49                        |
| 52           | 44           | ↓     | AECOM Ellerbe Becket             | USA         | 184                    | 225                       | 60-69                        |
| 53           | =37          | ↓↓    | Valode et Pistre                 | France      | 180                    | 250                       | 40-49                        |
| 54           | 36           | ↓↓    | Benoy                            | UK          | 169                    | 270                       | 30-39                        |
| 55           | =63          | ↑     | Henn Architekten                 | Germany     | 164                    | 160                       | 50-59                        |
| 56           | 60           | ↑     | Archetype Group                  | Vietnam     | 159                    | 177                       | 10-19                        |
| 57           | 27           | ↓↓↓   | Broadway Malyan                  | UK          | 157                    | 347                       | 70-79                        |
| 58           | =68          | ↑     | Bates Smart                      | Australia   | 146                    | 153                       | 50-59                        |
| 59           | 34           | ↓↓↓   | Kunwon Architects                | South Korea | 142                    | 277                       | 90-99                        |
| 60           | =52          | ↓     | Dewan Architects & Engineers     | UAE         | 139                    | 200                       | 40-49                        |
| =61          | =66          | ↑     | 3D Reid                          | UK          | 132                    | 155                       | 30-39                        |
| =61          | 71           | ↑     | Wilson Associates                | USA         | 132                    | 149                       | 50-59                        |
| 63           | New          | ★     | Kohn Pedersen Fox                | USA         | 131                    | –                         | 90-99                        |
| 64           | =66          | ↑     | Niles Bolton Associates          | USA         | 130                    | 155                       | 20-29                        |
| 65           | 126          | ↑↑↑↑↑ | Grimshaw                         | UK          | 126                    | 64                        | 20-29                        |
| =66          | =61          | ↓     | CP Kukreja Associates            | India       | 125                    | 165                       | 5-9                          |
| =66          | =118         | ↑↑↑↑↑ | TP Bennett                       | UK          | 125                    | 73                        | 30-39                        |
| 68           | =103         | ↑↑↑↑↑ | J Eyers & Partners               | Belgium     | 122                    | 90                        | 20-29                        |
| 69           | =80          | ↑↑    | Showa Sekkei                     | Japan       | 120                    | 120                       | 30-39                        |
| 70           | =73          | ↑     | PRP Architects                   | UK          | 117                    | 144                       | 30-39                        |
| 71           | New          | ★     | Wilmotte et Associes             | France      | 113                    | –                         | 30-39                        |
| 72           | =80          | ↑     | Langdon Wilson International     | USA         | 110                    | 120                       | 40-49                        |
| 73           | New          | ★     | Anshen & Allen                   | UK/USA      | 109                    | –                         | 30-39                        |
| =74          | 91           | ↑↑    | Devereux Architects              | UK          | 108                    | 105                       | 20-29                        |
| =74          | 51           | ↓↓↓   | Hamiltons Architects             | UK          | 108                    | 201                       | 10-19                        |
| =74          | =63          | ↓↓    | Sheppard Robson                  | UK          | 108                    | 160                       | 30-39                        |
| 77           | 85           | ↑     | PageSoutherlandPage              | USA         | 105                    | 115                       | 90-99                        |
| 78           | 79           | ↑     | Kasian                           | Canada      | 104                    | 121                       | 40-49                        |
| =79          | 83           | ↑     | Diamond & Schmitt Architects     | Canada      | 102                    | 118                       | 30-39                        |
| =79          | 89           | ↑     | Tabanlıoglu Architects           | Turkey      | 102                    | 112                       | 90-99                        |
| 81           | New          | ★     | Ronald Lu & Partners             | Hong Kong   | 101                    | –                         | 30-39                        |
| =82          | =68          | ↓↓    | Aukett Fitzroy Robinson          | UK          | 96                     | 153                       | 20-29                        |
| =82          | 72           | ↓     | FXFowle Architects               | USA         | 96                     | 147                       | 30-39                        |
| 84           | =98          | ↑↑    | Heerim Architects                | South Korea | 95                     | 93                        | 140-149                      |
| 85           | New          | ★     | Pascall & Watson Architects      | UK          | 91                     | –                         | 30-39                        |
| =86          | =103         | ↑↑    | Aidea Philippines                | Philippines | 90                     | 90                        | Under 5                      |
| =86          | =103         | ↑↑    | Henning Larsen Architects        | Denmark     | 90                     | 90                        | 10-19                        |
| 88           | 82           | ↓     | Swanke Hayden Connell Architects | UK          | 88                     | 119                       | 50-59                        |
| 89           | =110         | ↑↑↑   | Rafael De La-Hoz Arquitectos     | Spain       | 87                     | 85                        | 10-19                        |
| =90          | New          | ★     | Equator European Architects      | Sweden      | 85                     | –                         | 5-9                          |
| =90          | 56           | ↓↓↓↓  | KMD Architects                   | USA         | 85                     | 190                       | 40-49                        |
| 92           | =121         | ↑↑↑   | Progetto CMR                     | Italy       | 84                     | 70                        | 10-19                        |
| 93           | 76           | ↓↓    | Schmidt Hammer Lassen Architects | Denmark     | 82                     | 138                       | 20-29                        |
| =94          | 78           | ↓↓    | Arte Charpentier Architectes     | France      | 81                     | 122                       | 20-29                        |
| =94          | 84           | ↓     | BBG-BBGM                         | USA         | 81                     | 116                       | 40-49                        |
| 96           | =114         | ↑↑    | C R Narayana Rao                 | India       | 80                     | 80                        | 10-19                        |
| 97           | =98          | ↑     | David Chipperfield Architects    | UK          | 78                     | 93                        | n/a                          |
| 98           | =118         | ↑↑    | Thomson Adsett Architects        | Australia   | 76                     | 73                        | 20-29                        |
| 99           | 55           | ↓↓↓↓↓ | Cooper Carry                     | USA         | 75                     | 195                       | 20-29                        |
| 100          | New          | ★     | Baumschlager Eberle              | Austria     | 70                     | –                         | n/a                          |

# Firms ranked by creative staff

The table showing the world's largest architects on the previous pages may be a good indicator of a practice's global reach, but it's only half of the story. These firms often have a vast supporting cast of other creative staff who are not architects — technologists, engineers, urban planners, construction managers, landscape architects, graphics specialists or designers of interiors, products or lighting.

The Top 100 Creatives table reveals the behemoths behind some familiar, and some less well-known, names in architecture. And it's a very different set of companies at the top. Canadian firm Stantec, for example, sits at 22nd place in the main table with a modest 372 architects, but it can pull in a mighty creative team of nearly 8,000, dwarfing even the UK's multidisciplinary goliath Atkins.

| KEY            |        |            |        |
|----------------|--------|------------|--------|
| Up 1-10 places | ↑↑     | Down 1-10  | ↓↓     |
| Up 11-20       | ↑↑↑    | Down 11-20 | ↓↓↓    |
| Up 21-30       | ↑↑↑↑   | Down 21-30 | ↓↓↓↓   |
| Up 31-40       | ↑↑↑↑↑  | Down 31-40 | ↓↓↓↓↓  |
| Up 40+         | ↑↑↑↑↑↑ | Down 40+   | ↓↓↓↓↓↓ |
| Same as 2009   | ●      | New entry  | ★      |

| RANK 2010 | RANK 2009 |       | PRACTICE NAME                 | COUNTRY      | NUMBER OF OTHER CREATIVE STAFF | OTHER CREATIVE STAFF PREVIOUS YEAR |
|-----------|-----------|-------|-------------------------------|--------------|--------------------------------|------------------------------------|
| 1         | 17        | ↑↑    | Stantec                       | Canada       | 7,686                          | n/a*                               |
| 2         | 1         | ↓     | Atkins                        | UK           | 5,877                          | 14,099                             |
| 3         | New       | ★     | Sweco                         | Sweden       | 4,600                          | —                                  |
| 4         | 2         | ↓     | IBI Group                     | Canada       | 1,250                          | 2,024                              |
| 5         | 5         | ●     | KEO International             | Kuwait       | 1,208                          | 1,286                              |
| 6         | 6         | ●     | Nikken Sekkei                 | Japan        | 1,138                          | 1,228                              |
| 7         | New       | ★     | HDR Architecture              | USA          | 927                            | —                                  |
| 8         | 7         | ↓     | Heerim Architects             | South Korea  | 891                            | 970                                |
| 9         | 3         | ↓     | Gensler                       | USA          | 825                            | 1,893                              |
| 10        | 4         | ↓     | HOK                           | USA          | 636                            | 1,586                              |
| 11        | 10        | ↓     | Aedas                         | UK/China/USA | 631                            | 738                                |
| 12        | 8         | ↓     | Perkins & Will                | USA          | 627                            | 875                                |
| 13        | 13        | ●     | Leo A Daly                    | USA          | 551                            | 570                                |
| 14        | 20        | ↑     | Skidmore, Owings & Merrill    | USA          | 505                            | 402                                |
| 15        | New       | ★     | Kunwon Architects             | South Korea  | 469                            | —                                  |
| 16        | 16        | ●     | BDP                           | UK           | 457                            | 547                                |
| 17        | New       | ★     | Dar Gulf Consult              | Kuwait       | 453                            | —                                  |
| 18        | New       | ★     | Cox Architects                | Australia    | 450                            | —                                  |
| 19        | 19        | ●     | P&T Architects and Engineers  | China        | 442                            | 432                                |
| 20        | 18        | ↓     | L Robert Kimball & Associates | USA          | 420                            | 470                                |
| 21        | New       | ★     | Hassell                       | Australia    | 320                            | —                                  |
| 22        | New       | ★     | TPS                           | UK           | 318                            | —                                  |
| 23        | 28        | ↑     | Cannon Design                 | USA          | 314                            | 271                                |
| 24        | 9         | ↓↓↓   | RTKL                          | USA          | 309                            | 788                                |
| 25        | 15        | ↓     | DP Architects                 | Singapore    | 285                            | 550                                |
| 26        | 2         | ↓↓↓   | PageSoutherlandPage           | USA          | 280                            | 335                                |
| 27        | 25        | ↓     | C R Narayana Rao              | India        | 275                            | 300                                |
| 28        | 77        | ↑↑↑↑↑ | Kume Sekkei                   | Japan        | 271                            | 89                                 |
| 29        | 11        | ↓↓    | Burt Hill                     | USA          | 243                            | 597                                |
| 30        | 72        | ↑↑↑↑↑ | Arif & Bintook                | UAE          | 227                            | 97                                 |
| 31        | 33        | ↑     | KlingStubbins                 | USA          | 221                            | 231                                |
| 32        | New       | ★     | Ronald Lu & Partners          | China        | 212                            | —                                  |
| 33        | 26        | ↓     | Broadway Malyan               | UK           | 210                            | 289                                |
| 34        | =39       | ↑     | NBBJ                          | USA          | 202                            | 191                                |
| 35        | 48        | ↑↑    | Ellerbe Becket                | USA          | 199                            | 161                                |
| 36        | =42       | ↑     | SmithGroup                    | USA          | 176                            | 182                                |
| =37       | 14        | ↓↓↓   | HKS                           | USA          | 160                            | 555                                |
| =37       | New       | ★     | Steelman Partners             | USA          | 160                            | —                                  |
| 39        | =37       | ↓     | Wilson Associates             | USA          | 159                            | 200                                |
| 40        | 46        | ↑     | PRP Architects                | UK           | 156                            | 171                                |
| 41        | =37       | ↓     | ZGF Architects                | USA          | 155                            | 200                                |
| 42        | 27        | ↓↓    | Sasaki Associates             | USA          | 153                            | 274                                |
| 43        | =62       | ↑↑    | HBO+EMTB                      | Australia    | 146                            | 120                                |

\* Incorrect information supplied for 2009 listing



| RANK<br>2010 | RANK<br>2009 |       | PRACTICE NAME                                 | COUNTRY      | NUMBER OF OTHER<br>CREATIVE STAFF | OTHER CREATIVE<br>STAFF PREVIOUS YEAR |
|--------------|--------------|-------|-----------------------------------------------|--------------|-----------------------------------|---------------------------------------|
| 44           | 47           | ↑     | Gansam Partners                               | South Korea  | 141                               | 169                                   |
| =45          | 31           | ↓↓    | DLR Group                                     | USA          | 140                               | 250                                   |
| =45          | 30           | ↓↓    | White Arkitekter                              | Sweden       | 140                               | 260                                   |
| 47           | 44           | ↓     | Kasian                                        | Canada       | 138                               | 181                                   |
| 48           | =98          | ↑↑↑↑↑ | Fanning/Howey Associates                      | USA          | 129                               | 66                                    |
| 49           | 52           | ↑     | Archetype Group                               | Vietnam      | 128                               | 142                                   |
| 50           | =55          | ↑     | Wong Tung & Partners                          | China        | 126                               | 138                                   |
| 51           | 35           | ↓↓    | RMJM                                          | UK           | 117                               | 213                                   |
| 52           | New          | ★     | Anshen & Allen                                | UK/USA       | 108                               | –                                     |
| 53           | 32           | ↓↓↓   | Archial Group                                 | UK           | 105                               | 244                                   |
| 54           | =83          | ↑↑↑   | Dewan Architects & Engineers                  | UAE          | 104                               | 80                                    |
| =55          | 86           | ↑↑↑↑  | Devereux Architects                           | UK           | 96                                | 74                                    |
| =55          | New          | ★     | Pascall & Watson Architects                   | UK           | 96                                | –                                     |
| =55          | =92          | ↑↑↑↑  | Thomson Adsett Architects                     | Australia    | 96                                | 70                                    |
| =58          | 54           | ↓     | 3D Reid                                       | UK           | 95                                | 140                                   |
| =58          | New          | ★     | EPR Architects                                | UK           | 95                                | –                                     |
| =58          | 58           | ●     | Perkins Eastman                               | USA          | 95                                | 130                                   |
| =58          | =64          | ↑     | Swanke Hayden Connell Architects              | UK           | 95                                | 115                                   |
| 62           | New          | ★     | KMD Architects                                | USA          | 94                                | –                                     |
| 63           | =75          | ↑↑    | Ishimoto                                      | Japan        | 92                                | 94                                    |
| 64           | 89           | ↑↑↑   | Aukett Fitzroy Robinson                       | UK           | 90                                | 72                                    |
| 65           | =75          | ↑     | Barton Willmore                               | UK           | 88                                | 94                                    |
| 66           | 45           | ↓↓↓   | Keppie Design                                 | UK           | 86                                | 179                                   |
| 67           | =68          | ↑     | HLM Architects                                | UK           | 84                                | 110                                   |
| 68           | =66          | ↓     | Chapman Taylor                                | UK           | 83                                | 114                                   |
| 69           | =64          | ↓     | Boogertman & Partners                         | South Africa | 81                                | 115                                   |
| =70          | New          | ★     | ATP Architects & Engineers                    | Austria      | 80                                | –                                     |
| =70          | New          | ★     | CP Kukreja Associates                         | India        | 80                                | –                                     |
| 72           | 70           | ↓     | Benoy                                         | UK           | 79                                | 108                                   |
| 73           | =87          | ↑↑    | Sheppard Robson                               | UK           | 78                                | 73                                    |
| 74           | New          | ★     | AS & P                                        | Germany      | 77                                | –                                     |
| 75           | =87          | ↑↑    | NAC/Architecture                              | USA          | 73                                | 73                                    |
| =76          | 53           | ↓↓↓   | Callison                                      | USA          | 71                                | 141                                   |
| =76          | =62          | ↓↓    | TP Bennett                                    | UK           | 71                                | 120                                   |
| =78          | 85           | ↑     | Langdon Wilson International                  | USA          | 70                                | 78                                    |
| =78          | New          | ★     | Palafox Associates                            | Philippines  | 70                                | –                                     |
| 80           | New          | ★     | RNL                                           | USA          | 64                                | –                                     |
| 81           | =73          | ↓     | FRCH Design Worldwide                         | USA          | 63                                | 96                                    |
| =82          | New          | ★     | AGS Architekten & Planners                    | Netherlands  | 60                                | –                                     |
| =82          | New          | ★     | Equator European Architects                   | Sweden       | 60                                | –                                     |
| =82          | New          | ★     | Woodhead                                      | Australia    | 60                                | –                                     |
| 85           | =98          | ↑↑    | Wilkinson Eyre Architects                     | UK           | 59                                | 66                                    |
| =86          | =66          | ↓↓    | Bates Smart                                   | Australia    | 58                                | 114                                   |
| =86          | 57           | ↓↓↓   | PBK Architects                                | USA          | 58                                | 137                                   |
| 88           | 80           | ↓     | Gould Evans                                   | USA          | 56                                | 83                                    |
| 89           | 60           | ↓↓↓   | KKE Architects                                | USA          | 55                                | 125                                   |
| 90           | New          | ★     | Good Fulton & Farrell                         | USA          | 51                                | –                                     |
| =91          | =92          | ↑     | BBG-BBGM                                      | USA          | 50                                | 70                                    |
| =91          | 79           | ↓↓    | Lewis & Hickey                                | UK           | 50                                | 85                                    |
| =91          | 34           | ↓↓↓↓↓ | Smallwood, Reynolds, Stewart, Stewart & Assoc | USA          | 50                                | 222                                   |
| 94           | 82           | ↓↓    | Tabanlıoglu Architects                        | Turkey       | 48                                | 81                                    |
| 95           | New          | ★     | Showa Sekkei                                  | Japan        | 42                                | –                                     |
| =96          | New          | ★     | JSK Architects                                | Germany      | 40                                | –                                     |
| =96          | 95           | ↓     | Make                                          | UK           | 40                                | 69                                    |
| =96          | New          | ★     | RHWL Architects                               | UK           | 40                                | –                                     |
| =99          | New          | ★     | Diamond & Schmitt Architects                  | Canada       | 38                                | –                                     |
| =99          | New          | ★     | Hadfield Cawkwell Davidson                    | UK           | 38                                | –                                     |

# New world order

The Pacific Rim and Central Asia are rising up the growth tables while North America is the most lucrative

You couldn't ask for a starker indication of where the money's going than our poll of nearly 200 practices who completed our 2010 World Architecture survey. At a continent level, they anticipate growth will stagnate in the West and forge ahead in the Pacific Rim and Central Asia; at a country level, China is the only place to be.

The numbers in our regional top 10s back them up. North America is still the most lucrative place to work — the total fee income of the top 10 firms there was nearly £2 billion this year — but that's just 63% of what the top firms earned there in 2007. Leading firms in Western Europe have

seen a similar drop in fee income, making just three quarters of their income two years ago.

But the economies of the Pacific Rim, South and Central America, Africa and Central and Eastern Europe have all yielded generous increases in architects' fee incomes, up 131%, 147%, 131% and 144% respectively. Two years ago, North America's nearest rival was the Pacific Rim, where the top firms earned just 30% of its fees total, less than \$1 billion. Now they are making nearly two thirds, with a total of \$1.2 billion. How long before it closes the gap, and soars off into pole position?

## GROWTH BY COUNTRY/REGION

Which country offers the greatest growth potential for architectural services in 2010?

| RANK | COUNTRY/REGION |     |
|------|----------------|-----|
| 1    | China          | 53% |
| 2    | India          | 13  |
| 3    | Africa         | 4   |
| =4   | Brazil         | 3   |
| =4   | Libya          | 3   |
| =4   | UAE            | 3   |
| =4   | UK             | 3   |
| =8   | Philippines    | 2   |
| =8   | Saudi Arabia   | 2   |
| =8   | USA            | 2   |
| =8   | Vietnam        | 2   |



Boogertman & Partners' Soccer City stadium in Johannesburg.



Woodhead's Royal Women's Hospital in Melbourne, Australia.

## AFRICA

| RANK 2010 | PRACTICE                | COUNTRY      | INCOME US \$MILLION |
|-----------|-------------------------|--------------|---------------------|
| 1         | Boogertman & Partners   | South Africa | 17.1                |
| 2         | Urban Edge Architects   | South Africa | 15                  |
| =3        | Gensler                 | USA          | 10                  |
| =3        | Tabanlıoğlu Architects  | Turkey       | 10                  |
| =5        | ACXT-IDOM               | Spain        | 9                   |
| =5        | Bentel Associates Int'l | South Africa | 9                   |
| 7         | BDP                     | UK           | 7.5                 |
| 8         | Callison                | USA          | 7                   |
| 9         | Valode et Pistre        | France       | 6.6                 |
| 10        | DHK Architects          | South Africa | 5.9                 |

## AUSTRALASIA

| RANK 2010 | PRACTICE                  | COUNTRY   | INCOME US \$MILLION |
|-----------|---------------------------|-----------|---------------------|
| 1         | Hassell                   | Australia | 87                  |
| 2         | Bates Smart               | Australia | 47                  |
| 3         | Cox Architects            | Australia | 40                  |
| 4         | Woodhead                  | Australia | 30                  |
| 5         | HBO+EMTB                  | Australia | 23                  |
| 6         | Thomson Adsett Architects | Australia | 22                  |
| 7         | BBG-BBGM                  | USA       | 12.3                |
| 8         | Archetype Group           | Vietnam   | 6                   |
| 9         | Gensler                   | USA       | 3                   |
| 10        | Leo A Daly                | USA       | 2.2                 |





Perkins Eastman's Indian School of Business campus in Mohali, India.



Gensler's Arco Towers will be the tallest buildings in Sofia, Bulgaria.

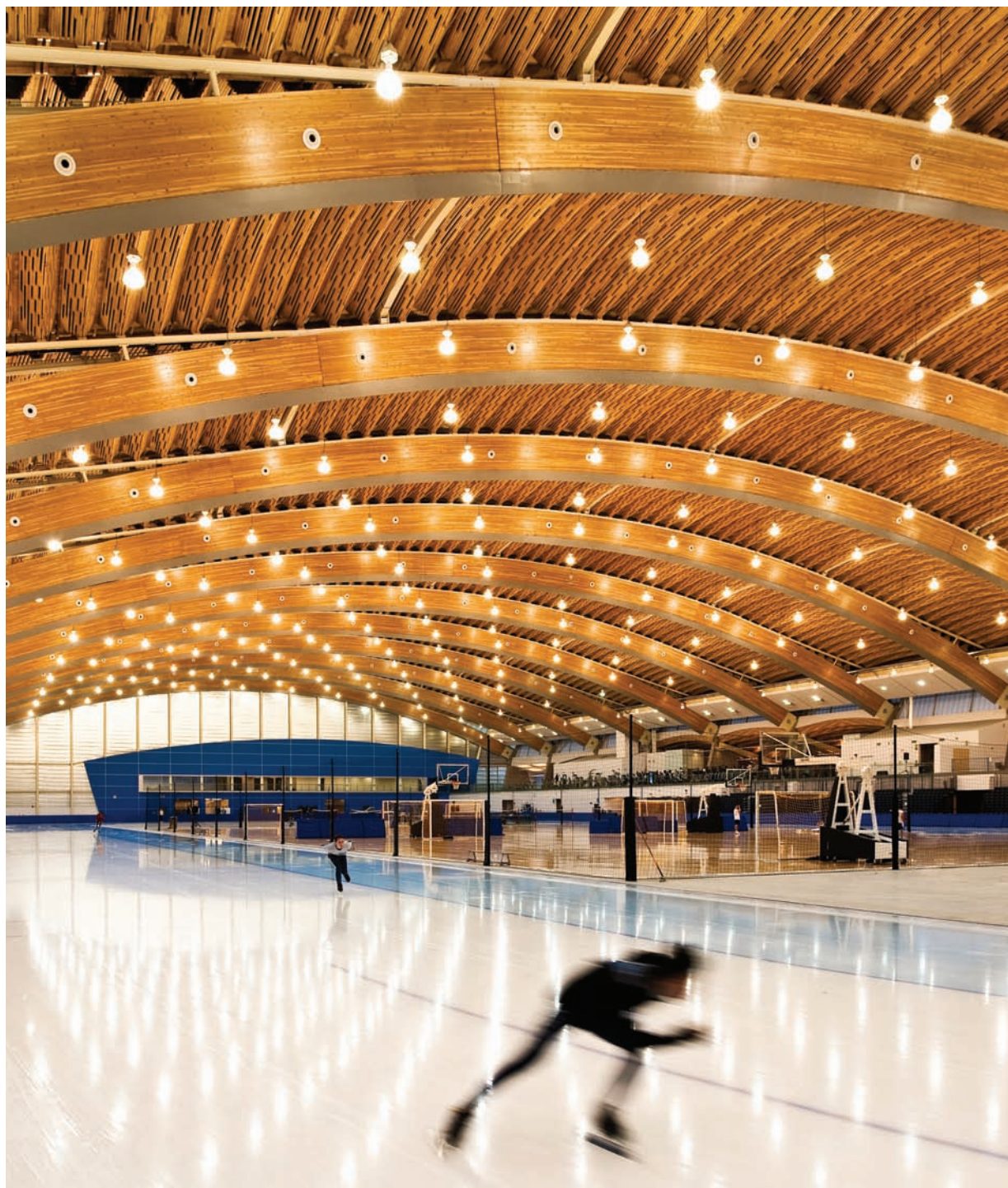
## CENTRAL ASIA

| RANK<br>2010 | PRACTICE                     | COUNTRY   | INCOME<br>US \$MILLION |
|--------------|------------------------------|-----------|------------------------|
| 1            | RMJM                         | UK        | 36                     |
| 2            | Gensler                      | USA       | 20                     |
| 3            | HBO+EMTB                     | Australia | 15                     |
| 4            | C R Narayana Rao             | India     | 14.5                   |
| 5            | Skidmore, Owings & Merrill   | USA       | 14                     |
| =6           | Cox Architects               | Australia | 10                     |
| =6           | P&T Architects and Engineers | China     | 10                     |
| =6           | Tabanlıoğlu Architects       | Turkey    | 10                     |
| =9           | C P Kukreja Associates       | India     | 5                      |
| =9           | Perkins Eastman              | USA       | 5                      |

## CENTRAL & EASTERN EUROPE

| RANK<br>2010 | PRACTICE                   | COUNTRY      | INCOME<br>US \$MILLION |
|--------------|----------------------------|--------------|------------------------|
| 1            | Tabanlıoğlu Architects     | Turkey       | 50                     |
| 2            | Henn Architekten           | Germany      | 44                     |
| 3            | Gensler                    | USA          | 30                     |
| 4            | ATP Architects & Engineers | Austria      | 23.1                   |
| 5            | JSK Architects             | Germany      | 15.5                   |
| 6            | Chapman Taylor             | UK           | 12                     |
| 7            | Progetto CMR               | Italy        | 11.9                   |
| 8            | Aedas                      | UK/China/USA | 8                      |
| 9            | Aukett Fitzroy Robinson    | UK           | 7.3                    |
| 10           | RTKL                       | USA          | 6.6                    |

The Richmond Olympic Oval by Cannon Design will be the venue for speed skating at the 2010 Winter Olympics in Vancouver, Canada. The venue will be used as a community sport and wellness centre in its legacy mode.



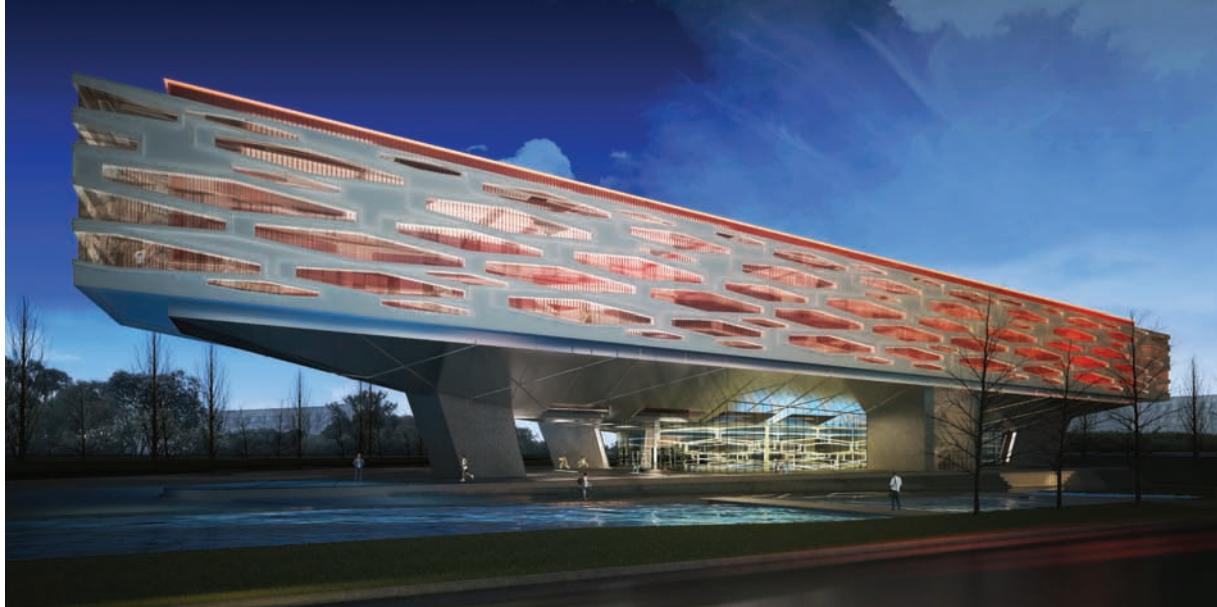
## MIDDLE EAST

| RANK 2010 | PRACTICE                                | COUNTRY | INCOME US \$MILLION |
|-----------|-----------------------------------------|---------|---------------------|
| 1         | <b>KEO International</b>                | Kuwait  | 68.7                |
| =2        | <b>Gensler</b>                          | USA     | 50                  |
| =2        | <b>RMJM</b>                             | UK      | 50                  |
| 4         | <b>Perkins &amp; Will</b>               | USA     | 48.6                |
| 5         | <b>Dewan Architects &amp; Engineers</b> | UAE     | 45                  |
| 6         | <b>Burt Hill</b>                        | USA     | 37.3                |
| 7         | <b>Skidmore, Owings &amp; Merrill</b>   | USA     | 37                  |
| =8        | <b>Dar Gulf Consult</b>                 | Kuwait  | 36                  |
| =8        | <b>HOK</b>                              | USA     | 36                  |
| 10        | <b>HDR Architecture</b>                 | USA     | 33.7                |

## NORTH AMERICA

| RANK 2010 | PRACTICE                  | COUNTRY | INCOME US \$MILLION |
|-----------|---------------------------|---------|---------------------|
| 1         | <b>Gensler</b>            | USA     | 439                 |
| 2         | <b>HDR Architecture</b>   | USA     | 239                 |
| 3         | <b>Perkins &amp; Will</b> | USA     | 189                 |
| 4         | <b>Leo A Daly</b>         | USA     | 186.2               |
| 5         | <b>HOK</b>                | USA     | 182                 |
| 6         | <b>RTKL</b>               | USA     | 157.5               |
| 7         | <b>NBBJ</b>               | USA     | 150                 |
| 8         | <b>Cannon Design</b>      | USA     | 139                 |
| 9         | <b>HKS</b>                | USA     | 135.1               |
| 10        | <b>Stantec</b>            | Canada  | 132                 |





**RMJM has designed a 20,000sq m community sports complex in Dalian, China. It is due to complete in late 2010.**

## PACIFIC RIM

| RANK 2010 | PRACTICE                   | COUNTRY      | INCOME US \$MILLION |
|-----------|----------------------------|--------------|---------------------|
| 1         | Nikken Sekkei              | Japan        | 497                 |
| 2         | Heerim Architects          | South Korea  | 135                 |
| 3         | Kume Sekkei                | Japan        | 103                 |
| 4         | Aedas                      | UK/China/USA | 102                 |
| 5         | Kunwon Architects          | South Korea  | 94                  |
| 6         | Gensler                    | USA          | 90                  |
| 7         | P&T Architects & Engineers | China        | 87.5                |
| 8         | Skidmore, Owings & Merrill | USA          | 52                  |
| 9         | Ishimoto                   | Japan        | 47                  |
| 10        | Kohn Pedersen Fox          | USA          | 39                  |

## SOUTH & CENTRAL AMERICA

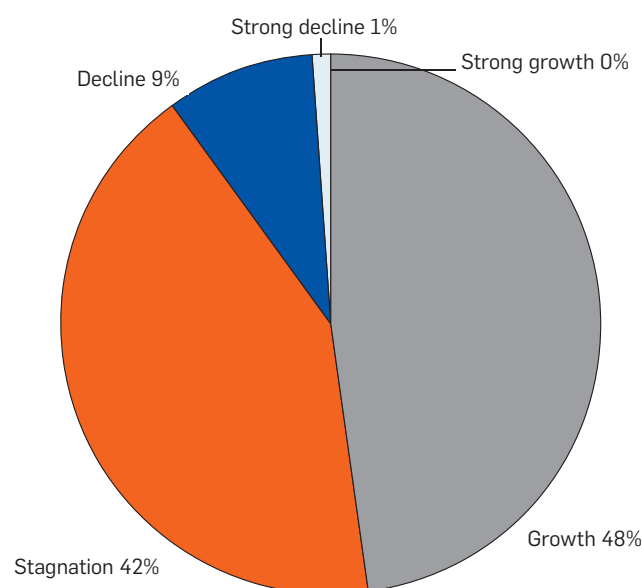
| RANK 2010 | PRACTICE                | COUNTRY | INCOME US \$MILLION |
|-----------|-------------------------|---------|---------------------|
| 1         | Husos                   | Spain   | 50                  |
| 2         | GVA & Asociados         | Mexico  | 22                  |
| 3         | HKS                     | USA     | 7.95                |
| =4        | Gensler                 | USA     | 5                   |
| =4        | KMD Architects          | USA     | 5                   |
| 6         | ACXT-IDOM               | Spain   | 3                   |
| 7         | RTKL                    | USA     | 2.7                 |
| 8         | Sasaki Associates       | USA     | 2.6                 |
| 9         | FRCH Design Worldwide   | USA     | 1.5                 |
| =10       | Callison                | USA     | 1                   |
| =10       | Chapman Taylor          | UK      | 1                   |
| =10       | Kohn Pedersen Fox       | USA     | 1                   |
| =10       | MulvannyG2 Architecture | USA     | 1                   |
| =10       | Steelman Partners       | USA     | 1                   |

## WESTERN EUROPE

| RANK 2010 | PRACTICE                   | COUNTRY      | INCOME US \$MILLION |
|-----------|----------------------------|--------------|---------------------|
| 1         | BDP                        | UK           | 114                 |
| 2         | Aedas                      | UK/China/USA | 66                  |
| 3         | Sweco                      | Sweden       | 55                  |
| 4         | ATP Architects & Engineers | Austria      | 53.9                |
| 5         | JSK Architects             | Germany      | 52.7                |
| 6         | Broadway Malyan            | UK           | 51.6                |
| =7        | Gensler                    | USA          | 50                  |
| =7        | RMJM                       | UK           | 50                  |
| 9         | C F Møller Architects      | Denmark      | 49.2                |
| 10        | ACXT-IDOM                  | Spain        | 49                  |

## GLOBAL CONSTRUCTION OUTLOOK

How much will the global construction economy grow over the next 12 months?



## CONTINENTAL OUTLOOK

Which of the following global regions will experience the strongest growth over the next 12 months?

| CONTINENT                | STRONG GROWTH | GROWTH | STAGNATION | DECLINE | STRONG DECLINE |
|--------------------------|---------------|--------|------------|---------|----------------|
| Africa                   | 7%            | 13%    | 10%        | 9%      | 0%             |
| Australasia              | 2             | 11     | 12         | 4       | 0              |
| Middle East              | 13            | 13     | 9          | 20      | 0              |
| North America            | 1             | 5      | 18         | 18      | 29             |
| Western Europe           | 3             | 6      | 17         | 25      | 29             |
| Central Asia             | 20            | 19     | 3          | 4       | 0              |
| Central & Eastern Europe | 5             | 8      | 15         | 13      | 42             |
| Pacific Rim              | 35            | 16     | 4          | 1       | 0              |
| South & Central America  | 14            | 9      | 12         | 6       | 0              |



Arif & Bintoak Consulting Architects and Engineers was established in 1975 in anticipation of the scale and pace of architectural growth that the United Arab Emirates would be witnessing.

Through the 34 years since its inception, Arif & Bintoak has put together a remarkable portfolio of projects ranging from residences through a variety of commercial, residential, industrial, hospitality, healthcare, civic and institutional complexes and up to large-scale urban developments.



Henning Larsen's Icelandic National Concert & Congress Centre in Reykjavik. The project is currently under construction.



# Supplying what's in demand

This year, governments were almost the only clients with money, and their economic stimulus packages were propping up construction markets around the world. So it's hardly surprising to find that the education, health-care, government building and transport sectors have showed strong growth since we last produced these rankings two years ago. The tables here show the top 10 fee earners across 16 global market sectors.

Business parks and offices is still the most lucrative sector for

the practices in the World Architecture rankings, contributing a total of \$944 million to the coffers of the top 10 firms in this sector in 2009 — mostly to Gensler, which earned an eye-popping \$350 million in fees.

Healthcare and education were the next highest-grossing sectors, where the top 10 firms in each market earned nearly \$710 million and \$513 million respectively. Retail was the big loser — dropping by a fifth since 2007 to a total fee income for the top 10 firms of \$322 million.

## BUSINESS PARKS/ OFFICES

| RANK 2010 | PRACTICE                   | COUNTRY   | INCOME US \$MILLION |
|-----------|----------------------------|-----------|---------------------|
| 1         | Gensler                    | USA       | 350                 |
| 2         | Nikken Sekkei              | Japan     | 182                 |
| 3         | Skidmore, Owings & Merrill | USA       | 85                  |
| 4         | HOK                        | USA       | 73                  |
| 5         | NBBJ                       | USA       | 52                  |
| 6         | Perkins & Will             | USA       | 49.8                |
| 7         | Kume Sekkei                | Japan     | 47                  |
| 8         | RMJM                       | UK        | 45                  |
| 9         | Swanke Hayden Connell      | UK        | 30.4                |
| 10        | Hassell                    | Australia | 30.2                |

## CRIMINAL JUSTICE

| RANK 2010 | PRACTICE                      | COUNTRY   | INCOME US \$MILLION |
|-----------|-------------------------------|-----------|---------------------|
| 1         | DLR Group                     | USA       | 35                  |
| 2         | HDR Architecture              | USA       | 11.2                |
| 3         | KMD Architects                | USA       | 8                   |
| 4         | HLM Architects                | UK        | 5.8                 |
| 5         | Skidmore, Owings & Merrill    | USA       | 5                   |
| 6         | Hassell                       | Australia | 4.9                 |
| 7         | L Robert Kimball & Associates | USA       | 3.48                |
| 8         | Stantec                       | Canada    | 3                   |
| 9         | TPS                           | UK        | 2                   |
| 10        | HKS                           | USA       | 1.74                |

## CULTURAL

| RANK 2010 | PRACTICE                   | COUNTRY      | INCOME US \$MILLION |
|-----------|----------------------------|--------------|---------------------|
| 1         | Heerim Architects          | South Korea  | 19.6                |
| 2         | Aedas                      | UK/China/USA | 10                  |
| 3         | Tabanlıoglu Architects     | Turkey       | 7                   |
| 4         | ACXT-IDOM                  | Spain        | 6.1                 |
| 5         | KKE Architects             | USA          | 6                   |
| =6        | AGS Architekten & Planners | Netherlands  | 5                   |
| =6        | Cox Architects             | Australia    | 5                   |
| =6        | Henning Larsen Architects  | Denmark      | 5                   |
| =6        | Populous                   | USA          | 5                   |
| =6        | Wilkinson Eyre Architects  | UK           | 5                   |

## DEFENCE

| RANK 2010 | PRACTICE          | COUNTRY     | INCOME US \$MILLION |
|-----------|-------------------|-------------|---------------------|
| 1         | RTKL              | USA         | 26.8                |
| 2         | Leo A Daly        | USA         | 14.7                |
| 3         | Kling Stubbins    | USA         | 7                   |
| 4         | NBBJ              | USA         | 6.1                 |
| 5         | Kunwon Architects | South Korea | 6                   |
| 6         | TPS               | UK          | 4                   |
| 7         | Broadway Malyan   | UK          | 3.2                 |
| 8         | Assar Architects  | Belgium     | 2.65                |
| 9         | HLM Architects    | UK          | 2.2                 |
| 10        | Woodhead          | Australia   | 2                   |

## EDUCATION

| RANK 2010 | PRACTICE                   | COUNTRY      | INCOME US \$MILLION |
|-----------|----------------------------|--------------|---------------------|
| 1         | HDR Architecture           | USA          | 95.6                |
| 2         | PBK Architects             | USA          | 62                  |
| 3         | DLR Group                  | USA          | 58                  |
| 4         | Perkins & Will             | USA          | 53                  |
| 5         | Cannon Design              | USA          | 48                  |
| 6         | Nikken Sekkei              | Japan        | 43                  |
| =7        | AGS Architekten & Planners | Netherlands  | 40                  |
| =7        | BDP                        | UK           | 40                  |
| 9         | Aedas                      | UK/China/USA | 39                  |
| 10        | Burt Hill                  | USA          | 34                  |

## GOVERNMENT BUILDINGS

| RANK 2010 | PRACTICE                   | COUNTRY     | INCOME US \$MILLION |
|-----------|----------------------------|-------------|---------------------|
| 1         | HDR Architecture           | USA         | 78.8                |
| 2         | Leo A Daly                 | USA         | 39.6                |
| 3         | Gensler                    | USA         | 32                  |
| 4         | Kling Stubbins             | USA         | 30                  |
| 5         | HOK                        | USA         | 28                  |
| 6         | RTKL                       | USA         | 26.8                |
| 7         | Skidmore, Owings & Merrill | USA         | 26                  |
| 8         | Heerim Architects          | South Korea | 23                  |
| 9         | HKS                        | USA         | 16.5                |
| 10        | Perkins & Will             | USA         | 13                  |

Design for HOK's Mandarin Oriental hotel in Moscow.



## HEALTHCARE

| RANK 2010 | PRACTICE             | COUNTRY | INCOME US \$MILLION |
|-----------|----------------------|---------|---------------------|
| 1         | Perkins & Will       | USA     | 94.3                |
| 2         | Cannon Design        | USA     | 93                  |
| 3         | HDR Architecture     | USA     | 90                  |
| 4         | HKS                  | USA     | 71.3                |
| 5         | NBBJ                 | USA     | 70.5                |
| 6         | RTKL                 | USA     | 68.7                |
| 7         | Perkins Eastman      | USA     | 63.07               |
| 8         | HOK                  | USA     | 63                  |
| 9         | AECOM Ellerbe Becket | USA     | 50.9                |
| 10        | Stantec              | Canada  | 45                  |

## HOTELS

| RANK 2010 | PRACTICE                     | COUNTRY   | INCOME US \$MILLION |
|-----------|------------------------------|-----------|---------------------|
| 1         | Gensler                      | USA       | 55                  |
| 2         | HKS                          | USA       | 41.3                |
| 3         | RMJM                         | UK        | 39.6                |
| 4         | WATG                         | USA       | 30                  |
| 5         | BBG-BBGM                     | USA       | 29                  |
| 6         | Leo A Daly                   | USA       | 24.8                |
| 7         | P&T Architects and Engineers | China     | 20                  |
| 8         | GVA & Asociados              | Mexico    | 19                  |
| 9         | Steelman Partners            | USA       | 17                  |
| 10        | Bates Smart                  | Australia | 15                  |





Cannon Design's concept for the 360-bed, 72,000sq m King Abdullah Center for Cancer & Liver Diseases in Riyadh, Saudi Arabia.



Gensler masterplan for Saadiyat Island in Abu Dhabi.

## INDUSTRIAL

| RANK 2010 | PRACTICE                     | COUNTRY   | INCOME US \$MILLION |
|-----------|------------------------------|-----------|---------------------|
| 1         | Gensler                      | USA       | 55                  |
| 2         | HKS                          | USA       | 41.3                |
| 3         | RMJM                         | UK        | 39.6                |
| 4         | WATG                         | USA       | 30                  |
| 5         | BBG-BBGM                     | USA       | 29                  |
| 6         | Leo A Daly                   | USA       | 24.8                |
| 7         | P&T Architects and Engineers | China     | 20                  |
| 8         | GVA & Asociados              | Mexico    | 19                  |
| 9         | Steelman Partners            | USA       | 17                  |
| 10        | Bates Smart                  | Australia | 15                  |

## LEISURE

| RANK 2010 | PRACTICE                   | COUNTRY      | INCOME US \$MILLION |
|-----------|----------------------------|--------------|---------------------|
| 1         | Gensler                    | US           | 42                  |
| 2         | Aedas                      | UK/China/USA | 41                  |
| 3         | Leo A Daly                 | USA          | 28.8                |
| 4         | Steelman Partners          | USA          | 27                  |
| 5         | RMJM                       | UK           | 19.7                |
| 6         | RTKL                       | USA          | 7.5                 |
| =7        | KKE Architects             | USA          | 6                   |
| =7        | Stantec                    | Canada       | 6                   |
| =9        | AGS Architekten & Planners | Netherlands  | 5                   |
| =9        | Chapman Taylor             | UK           | 5                   |

## INFRASTRUCTURE

| RANK 2010 | PRACTICE                      | COUNTRY      | INCOME US \$MILLION |
|-----------|-------------------------------|--------------|---------------------|
| 1         | Dar Gulf Consult              | Kuwait       | 9.8                 |
| 2         | Henn Architekten              | Germany      | 8                   |
| 3         | L Robert Kimball & Associates | USA          | 4.8                 |
| 4         | Stantec                       | Canada       | 4                   |
| 5         | Skidmore, Owings & Merrill    | USA          | 3                   |
| 6         | FXFowle Architects            | USA          | 2                   |
| 7         | Assar Architects              | Belgium      | 1.4                 |
| =8        | Aedas                         | UK/China/USA | 1                   |
| =8        | Archetype Group               | Vietnam      | 1                   |
| =8        | Schmidt Hammer Lassen         | Denmark      | 1                   |
| =8        | TPS                           | UK           | 1                   |
| =8        | Wilkinson Eyre Architects     | UK           | 1                   |
| =8        | Wilmotte et Associes          | France       | 1                   |

## MASTERPLANNING

| RANK 2010 | PRACTICE                   | COUNTRY   | INCOME US \$MILLION |
|-----------|----------------------------|-----------|---------------------|
| =1        | Callison                   | USA       | 34                  |
| =1        | Gensler                    | USA       | 34                  |
| 3         | Sasaki Associates          | USA       | 12                  |
| =4        | Cox Architects             | Australia | 10                  |
| =4        | Kling Stubbins             | USA       | 10                  |
| =4        | Skidmore, Owings & Merrill | USA       | 10                  |
| 7         | Tabanlıoglu Architects     | Turkey    | 9                   |
| 8         | NBBJ                       | USA       | 8.9                 |
| 9         | SmithGroup                 | USA       | 8.4                 |
| 10        | Kohn Pedersen Fox          | USA       | 8                   |



## RESIDENTIAL

| RANK 2010 | PRACTICE                     | COUNTRY      | INCOME US \$MILLION |
|-----------|------------------------------|--------------|---------------------|
| 1         | Kunwon Architects            | South Korea  | 42                  |
| 2         | Broadway Malyan              | UK           | 35.9                |
| 3         | P&T Architects and Engineers | China        | 35                  |
| 4         | Heerim Architects            | South Korea  | 34.4                |
| 5         | RMJM                         | UK           | 31.7                |
| 6         | KEO International            | Kuwait       | 28.7                |
| 7         | Nikken Sekkei                | Japan        | 28.5                |
| 8         | PRP Architects               | UK           | 28                  |
| 9         | Niles Bolton Associates      | USA          | 21.5                |
| 10        | Aedas                        | UK/China/USA | 18                  |



Pascall &amp; Watson's design for Blackfriars station, London.

## RETAIL

| RANK 2010 | PRACTICE                   | COUNTRY      | INCOME US \$MILLION |
|-----------|----------------------------|--------------|---------------------|
| 1         | Gensler                    | USA          | 55                  |
| 2         | Callison                   | USA          | 43                  |
| 3         | MulvannyG2 Architecture    | USA          | 38                  |
| 4         | Chapman Taylor             | UK           | 37                  |
| 5         | RTKL                       | USA          | 31.8                |
| 6         | Nikken Sekkei              | Japan        | 30.9                |
| 7         | ATP Architects & Engineers | Austria      | 29.3                |
| 8         | BDP                        | UK           | 21                  |
| 9         | Stantec                    | Canada       | 19                  |
| 10        | Aedas                      | UK/China/USA | 17                  |

## TRANSPORTATION

| RANK 2010 | PRACTICE                    | COUNTRY   | INCOME US \$MILLION |
|-----------|-----------------------------|-----------|---------------------|
| 1         | Gensler                     | USA       | 55                  |
| 2         | Leo A Daly                  | USA       | 42.9                |
| 3         | HOK                         | USA       | 41                  |
| 4         | Aedas                       | China     | 36                  |
| 5         | JSK Architects              | Germany   | 33.7                |
| 6         | Pascall & Watson Architects | UK        | 28                  |
| 7         | Nikken Sekkei               | Japan     | 26.4                |
| 8         | Skidmore, Owings & Merrill  | USA       | 19                  |
| 9         | Hassell                     | Australia | 18.7                |
| 10        | Kohn Pedersen Fox           | USA       | 15                  |



Callison's new Tommy Hilfger flagship store in New York.



Visualisation of Cox Architects' Melbourne Rectangular Stadium, which is under construction and due for completion in 2010.

## SPORTS STADIUMS

| RANK 2010 | PRACTICE                      | COUNTRY     | INCOME US \$MILLION |
|-----------|-------------------------------|-------------|---------------------|
| 1         | Populous                      | USA         | 75                  |
| 2         | JSK Architects                | Germany     | 12                  |
| 3         | HKS                           | USA         | 11.7                |
| 4         | Cox Architects                | Australia   | 10                  |
| 5         | NBBJ                          | USA         | 8.6                 |
| 6         | PBK Architects                | USA         | 7.2                 |
| 7         | DLR Group                     | USA         | 7                   |
| 8         | Heerim Architects             | South Korea | 6.6                 |
| 9         | AECOM Ellerbe Becket          | USA         | 6.1                 |
| 10        | L Robert Kimball & Associates | USA         | 5.6                 |





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# 'They think the way architects think, they are a leader in their professions'

We asked practices which partner firms they most enjoyed working with. Here are the results of our best practice survey — and some of their reasons why

## COST CONSULTANTS

"We greatly enjoy working with Davis Langdon. They bring to bear great expertise in a professional, reliable and proactive way with deep knowledge of the Dubai market as well as the rest of the Middle East"

Nikken Sekkei

"Davis Langdon works as a strategic partner so that conceptual design and planning considers cost, logistics, scheduling and availability of materials from day one"

Guy Geier  
senior partner, FxFowle

"Davis Langdon Seah delivers projects in a very professional and organised manner, and I like that they are collaborative and proactive. They provide strategic cost inputs as they are very knowledgeable about both local and international markets"

Abelardo M Tolentino Jr  
president, Aidea

| RANK | COMPANY               |
|------|-----------------------|
| 1    | Davis Langdon         |
| 2    | Rider Levitt Bucknall |
| 3    | EC Harris             |
| =4   | Gardiner & Theobald   |
| =4   | Faithful & Gould      |

## BUILDING CONTRACTORS

"As one of the world's most highly respected construction firms, Turner has both the depth and breadth to serve a wide range of market sectors on a global platform. They are a trusted team member on any type of project wherever it may be"

Guy Geier  
senior partner, FxFowle

| RANK | COMPANY             |
|------|---------------------|
| =1   | Laing O'Rourke      |
| =1   | Sir Robert McAlpine |
| =1   | Turner              |
| =2   | BAM                 |
| =2   | Bovis Lend Lease    |
| =2   | Bouygues            |

"Laing O'Rourke has a professionalism that demonstrates to all who work with them that they are committed to deliver projects of the highest quality. Their concentration on getting the right people seems to be paying off"

Australian architect

"Sir Robert McAlpine is a major contractor that knows how to build and still behaves like the family-run business that it is"

Top 10 architect



## PROJECT MANAGERS

**"Mace always field highly proactive team players who want to get the job done"**

Phil Holden  
managing director, Pascall & Watson

**"It's Mace's top-down, dogged determination to deliver that separates them from the pack"**

Top 10 architect

| RANK | COMPANY            |
|------|--------------------|
| 1    | Mace               |
| 2    | Buro Four          |
| 3    | PM Group           |
| =4   | APP 2              |
| =4   | Davis Langdon      |
| =4   | Dress & Sommer     |
| =4   | Hill International |
| =4   | SIP                |

**"Mace as project managers provide genuine project leadership getting the very best out of the project team for the benefit of clients and stakeholders as well as facilitating greater economic and social benefits from the built projects"**

David Roberts  
CEO, Aedas Asia

## SERVICE ENGINEERS

**"Arup is our favourite structural designer as they are very professional in the way they design and deliver projects. Arup has also been at the forefront of new structural design technologies"**

Abelardo M Tolentino Jr  
president, Aidea

**"Buro Happold engineers are always proactive during the design stages, working closely in support of our architectural idea"**

Phil Holden  
managing director,  
Pascall & Watson

| RANK | COMPANY      |
|------|--------------|
| 1    | Arup         |
| 2    | Buro Happold |
| 3    | WSP          |
| 4    | Aecom        |
| 5    | Hoare Lea    |

## STRUCTURAL ENGINEERS

**"Buro Happold takes architectural concepts and provides bespoke engineered solutions driven by innovation and technical excellence, in tune with the client and community expectations and market conditions"**

David Roberts  
CEO, Aedas Asia

| RANK | COMPANY            |
|------|--------------------|
| 1    | Arup               |
| 2    | Buro Happold       |
| 3    | Waterman           |
| =4   | Halcrow Yolles     |
| =4   | Thornton Tomasetti |
| =4   | TPS Consultants    |
| =4   | Walter P Moore     |

**"Arup participates in many design forums and pushes the boundaries of architectural experimentation through strategic alliances. They think the way architects think, providing relevant solutions for projects they are working on. Their approach to research, collaboration and exploration makes them a leader in the profession"**

Tony Grist, principal and  
head of architecture, Hassell







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# Masters of their universe

Global architects provide their clients with a lot more than just architectural services. We asked the top international practices how much they earned in 2009 from 10 key specialisms, from planning to facilities management. The tables below reveal the leaders

## ARCHITECTURAL SERVICES

| RANK 2010 | PRACTICE          | COUNTRY      | FEE INCOME \$US MILLION |
|-----------|-------------------|--------------|-------------------------|
| 1         | Nikken Sekkei     | Japan        | 338                     |
| 2         | Gensler           | USA          | 313                     |
| 3         | Perkins & Will    | USA          | 208                     |
| 4         | Foster & Partners | UK           | 205                     |
| 5         | Aedas             | UK/China/USA | 195                     |
| 6         | HOK               | USA          | 182                     |
| 7         | RMJM              | UK           | 173                     |
| 8         | NBBJ              | USA          | 143                     |
| 9         | HKS               | USA          | 141.3                   |
| 10        | RTKL              | USA          | 141                     |

## ENGINEERING

| RANK 2010 | PRACTICE                   | COUNTRY | FEE INCOME \$US MILLION |
|-----------|----------------------------|---------|-------------------------|
| 1         | HDR Architecture           | USA     | 106                     |
| 2         | Nikken Sekkei              | Japan   | 49.9                    |
| 3         | BDP                        | UK      | 40                      |
| 4         | Leo A Daly                 | USA     | 38.6                    |
| 5         | Burt Hill                  | USA     | 31                      |
| 6         | Skidmore, Owings & Merrill | USA     | 30                      |
| 7         | TPS                        | UK      | 29                      |
| 8         | RTKL                       | USA     | 24.7                    |
| 9         | Cannon Design              | USA     | 23                      |
| 10        | SmithGroup                 | USA     | 21                      |



Nikken Sekkei's Architecture Studio at the Architecture Department of Mukogawa Women's University.

## FACILITIES MANAGEMENT

| RANK 2010 | PRACTICE        | COUNTRY | FEE INCOME \$US MILLION |
|-----------|-----------------|---------|-------------------------|
| 1         | HOK             | USA     | 15                      |
| 2         | Stantec         | Canada  | 11                      |
| 3         | Nikken Sekkei   | Japan   | 2.7                     |
| =4        | GVA & Asociados | Mexico  | 1                       |
| =4        | Showa Sekkei    | Japan   | 1                       |

## INTERIOR DESIGN

| RANK 2010 | PRACTICE          | COUNTRY   | FEE INCOME \$US MILLION |
|-----------|-------------------|-----------|-------------------------|
| 1         | Gensler           | USA       | 313                     |
| 2         | Wilson Associates | USA       | 55                      |
| =3        | Callison          | USA       | 51                      |
| =3        | HOK               | USA       | 51                      |
| 5         | Leo A Daly        | USA       | 38.6                    |
| 6         | NBBJ              | USA       | 37                      |
| 7         | Perkins & Will    | USA       | 32                      |
| 8         | HBO+EMTB          | Australia | 30                      |
| 9         | HDR Architecture  | USA       | 28                      |
| =10       | Bates Smart       | Australia | 22                      |
| =10       | Hassell           | Australia | 22                      |

## SURVEYING

| RANK 2010 | PRACTICE         | COUNTRY      | FEE INCOME \$US MILLION |
|-----------|------------------|--------------|-------------------------|
| 1         | Stantec          | Canada       | 31                      |
| 2         | TPS              | UK           | 10                      |
| 3         | Aedas            | UK/China/USA | 3                       |
| 4         | Dar Gulf Consult | Kuwait       | .09                     |

## CONSTRUCTION MANAGEMENT

| RANK 2010 | PRACTICE          | COUNTRY     | FEE INCOME \$US MILLION |
|-----------|-------------------|-------------|-------------------------|
| 1         | Heerim Architects | South Korea | 32.7                    |
| 2         | Nikken Sekkei     | Japan       | 29.4                    |
| 3         | HDR Architecture  | USA         | 28                      |
| 4         | KEO International | Kuwait      | 22.4                    |
| 5         | JSK Architects    | Germany     | 22                      |
| 6         | Kunwon Architects | South Korea | 19                      |
| 7         | BDP               | UK          | 12.4                    |
| 8         | Henn Architekten  | Germany     | 9                       |
| 9         | Gansam Partners   | South Korea | 8.9                     |
| 10        | TPS               | UK          | 7                       |





Atkins' Glasgow urban design for the banks of the River Clyde.

## LANDSCAPE ARCHITECTURE

| RANK 2010 | PRACTICE               | COUNTRY   | FEE INCOME \$US MILLION |
|-----------|------------------------|-----------|-------------------------|
| 1         | Atkins                 | UK        | 64.9                    |
| 2         | Hassell                | Australia | 19                      |
| =3        | Sasaki Associates      | USA       | 16                      |
| =3        | Stantec                | Canada    | 16                      |
| 5         | HDR Architecture       | USA       | 14                      |
| 6         | SmithGroup             | USA       | 12.8                    |
| 7         | HOK                    | USA       | 9.8                     |
| 8         | BDP                    | UK        | 7                       |
| =9        | Sweco                  | Sweden    | 6                       |
| =9        | Tabanlıoglu Architects | Turkey    | 6                       |

## PRODUCT DESIGN

| RANK 2010 | PRACTICE              | COUNTRY      | FEE INCOME \$US MILLION |
|-----------|-----------------------|--------------|-------------------------|
| 1         | HDR Architecture      | USA          | 5.6                     |
| 2         | Wilmutte et Associes  | France       | 2                       |
| =3        | Aedas                 | UK/China/USA | 1                       |
| =3        | Chapman Taylor        | UK           | 1                       |
| =3        | Gensler               | USA          | 1                       |
| =3        | Vidal Y Asociados     | Spain        | 1                       |
| 7         | C F Møller Architects | Denmark      | .60                     |
| 8         | Progetto CMR          | Italy        | .38                     |
| 9         | Schmidt Hammer Lassen | Denmark      | .10                     |

## PLANNING

| RANK 2010 | PRACTICE                   | COUNTRY   | FEE INCOME \$US MILLION |
|-----------|----------------------------|-----------|-------------------------|
| 1         | HDR Architecture           | USA       | 28                      |
| 2         | RTKL                       | USA       | 13.9                    |
| =3        | Callison                   | USA       | 12                      |
| =3        | Skidmore, Owings & Merrill | USA       | 12                      |
| 5         | KMD Architects             | USA       | 11                      |
| 6         | Cox Architects             | Australia | 10                      |
| 7         | Stantec                    | Canada    | 9                       |
| 8         | Broadway Malyan            | UK        | 4.4                     |
| 9         | HOK                        | USA       | 4.3                     |
| 10        | Perkins & Will             | USA       | 3.2                     |

## URBAN DESIGN

| RANK 2010 | PRACTICE          | COUNTRY | FEE INCOME \$US MILLION |
|-----------|-------------------|---------|-------------------------|
| 1         | Nikken Sekkei     | Japan   | 64.6                    |
| 2         | Stantec           | Canada  | 62                      |
| 3         | Gensler           | USA     | 35                      |
| 4         | Atkins            | UK      | 29                      |
| 5         | Sasaki Associates | USA     | 22                      |
| 6         | AS & P            | Germany | 12                      |
| 7         | NBBJ              | USA     | 11.4                    |
| 8         | RTKL              | USA     | 11.3                    |
| 9         | Sweco             | Sweden  | 11                      |
| 10        | Kasian            | Canada  | 10                      |

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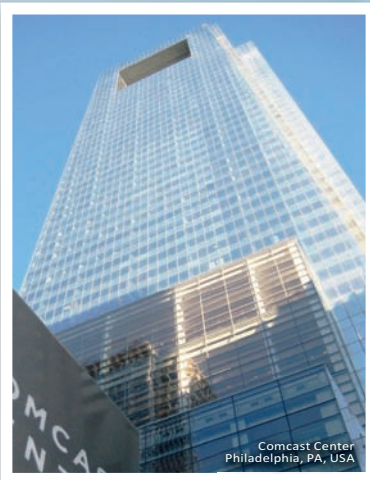


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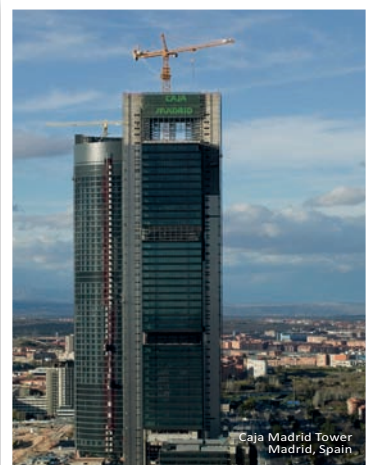
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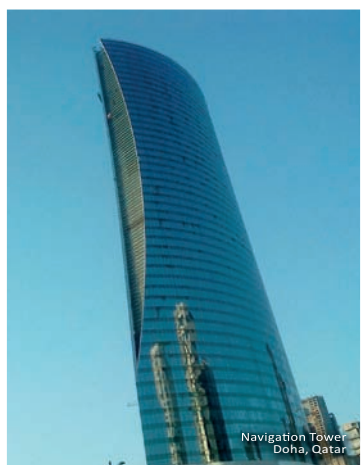
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